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Job enrichment has to be implemented in program form in order to make it effective, and this requires a major commitment on the part of all concerned. Management will have to be educated to the extent of being able to persuade recalcitrant employees of the benefits that ensue from the program. See: Motivation in the Public Service, by H. J. Harker, p. 458 and Adapting to Change, p. 472.

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Labour Canada Travail Canada

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Labour Day messages

Martin O'Connell

Minister of Labour

This is my first opportunity as Minister of Labour to address you on the occasion of Labour Day, the day workers all over Canada celebrate their achievements in building our great country. We can reflect with pride on some of the achievements of the past year. Our economy has made remarkable advances. Our stability and steady progress has been the envy of less fortunate nations.

At the Department of Labour much progress has been made on revising the Canada Labour Code. These revisions are designed to improve employment standards, safety regulations and industrial relations. Important legislative changes such as these enhance both the conditions of work and the working environment of all Canadians, not only those directly covered by the legislation.

We are also engaged in strengthening the non-legi tive side of the Department. Programs include the w of the Labour-Management Consultation Branch, ain at improving the effectiveness of the collective barga ing process. This will shortly be expanded into a r Industrial Relations Advisory Service that will supp ment the work of our industry specialists. The Resea Branch is initiating new programs that will help to p vide the wide range of facts and figures that are nee for effective and realistic collective bargaining.

As our economy progresses, we must search for m fruitful solutions to work problems, to the difficul that sometimes arise under the stress and tension of job. We are banking on the creative input of all tr unionists in implementing more effective industrial lations. The Department of Labour will offer you all assistance it can, but the spirit must come from you.

May I wish you all a HAPPY LABOUR DAY.

ıald MacDonald

dent
dian Labour Congress

ıis centennial year, reflection on labour's legislative evements is appropriate. In 1872, legal penalties nst trade unions were dropped. That year, Sir John Macdonald introduced laws into Parliament to npt trade unions from the civil and criminal penal- of the Combines Investigation Act.

se laws, modelled on similar legislation enacted by British Parliament a year earlier, were not the spon- ous decision of Canada's first Prime Minister. They ıot, nor should not, be isolated from the demands of trade unions of that day. These demands were ex- sed in public rallies, when leaders of the Toronto ographical Union were charged with seditious con- acy in the spring of 1872 for leading a strike for a 9- r day. The charges were dropped following the ctment of the Trades Unions Act and the Criminal Amendment Act.

In the intervening century, particularly in the past 20 years, our legislative requests to governments have been increasingly concerned with protection for workers who are not union members. Thus trade unions were in the forefront of the campaign for universal hospital and medical insurance under public auspices. Similarly, we can claim responsibility for the acceptance of the 8-hour day, paid vacations and statutory holidays. Moreover, we favour the introduction of a guaranteed annual income—without a means test—to replace the haphazard social assistance programs of the federal and provincial governments.

Our concern with the needs of poor people is not limited to those who reside here. We have consistently urged the Government of Canada to allocate 1 per cent of the Gross National Product to programs designed to raise the living standards of people in the developing countries. In addition, many CLC unions regularly contribute to projects in the third world sponsored by the International Confederation of Free Trade Unions.

The procedures for certifying trade unions have been the subject of special legislation since World War II. Yet positive governmental policy on the right of workers to join the unions of their choice and to bargain collectively was enunciated just this year, in a preamble to the Canada Labour Code.

On Labour Day 1972, a review of labour legislation over the past century helps us to realize that there are no foreseeable limits to the possible involvement of trade unions in Canadian society.

W. C. Y. McGregor

Chairman
Canadian Railway Labour Association

On this Labour Day 1972, "the good and abundant
is but a dream for many of our Canadian fellow w
ers. There are still age-old forces of reaction at w
forces that would deny the unorganized the freedo
unite to achieve the right to a fair share of the we
they are helping to create.

Today, attacks on labour are couched in sophistic
language, but they are concerted, and our right to co
tive bargaining is ever more challenged by the force
reaction. Many of the leaders of management we
today across the bargaining table are enlightened
concerned with human values and participation
workers in the decisions of the workplace. But still th
are too many of the old-line businessmen who subsc
to the residual rights theory of management. It is th
reactionaries we must put in their place.

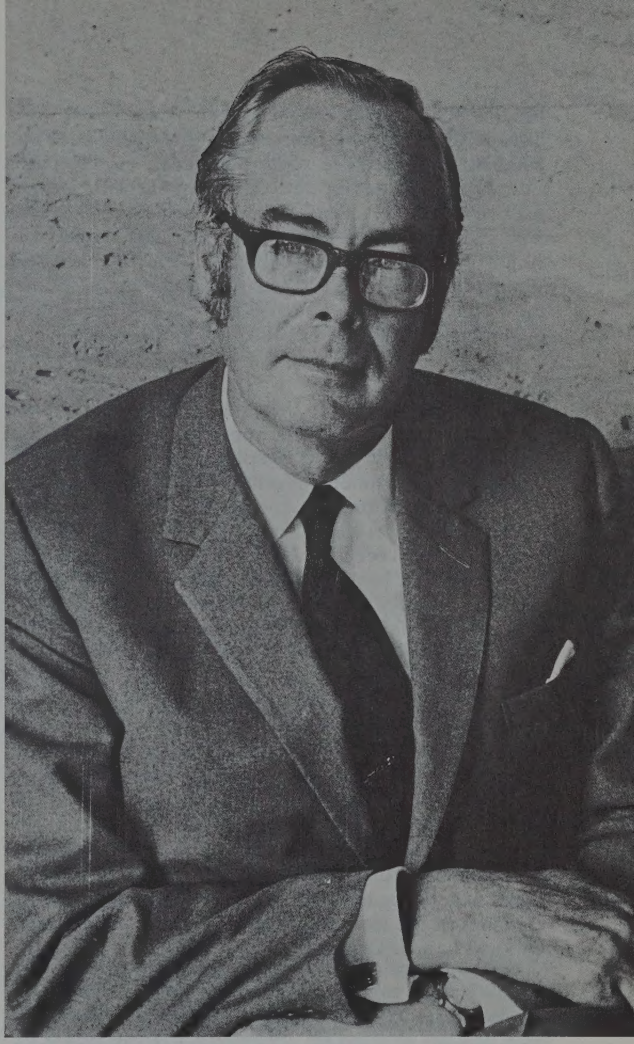
It is, then, to the young men and women in our rail
unions that our appeal must go out—work and stu
participate more actively in the deliberations and
decisions of locals and lodges, so that you can go
and effectively counteract the propaganda that we
destroy the labour movement as it now exists. Yo
railway unionists today, through the struggles of t
fathers and grandfathers and the educational oppo
nities thus offered them, are much better informed
articulate than were trade unionists of yesteryear.
to them that we must look for the enlightened le
ership that will carry to fruition the hopes and asp
tions of the Canadian worker for the more abund
life.

ews briefs

Labour Minister Martin O'Connell has released the ort of the Commission of Inquiry into hours of work ne British Columbia Shipping Industry. The report es five basic recommendations: The system reby employees in the West Coast marine industry ive paid leave as compensation for extended work- hours should be deemed to meet the hours of work visions of the Canada Labour Code. Where no e-credit system is in effect, the employer should be erned by the hours-of-work requirements of the e. Accumulation of leave credits should not exceed lays without the permission of the Canada Depart- t of Labour. Not more than 18 hours of overtime uld be worked in seven consecutive working days, where a voyage of less than seven consecutive days ken, overtime hours allowed should be proportiona- reduced.

ters and chief engineers who are required to stand ch should be subject to the hours of work provisions ne Code.

inquiry began last February when Dr. K. A. Pugh dmonton was appointed Commissioner by the Min- and requested to look into hours-of-work practices ne British Columbia Shipping Industry within fed- jurisdiction. The report is now being studied by the artment. Union and management representatives be asked for their views on any special legislative posals that may be made.



John Mainwaring

■ **John Mainwaring, Director of the International Labour Affairs Branch of the Canada Department of Labour for the past eight years, has been elected Chairman of the Governing Body of the International Labour Organization.** Mainwaring, who represents the Canadian Government at the ILO, will remain as Chairman for a year. The Governing Body functions as the executive of the International Labour Organization, meeting three times yearly to determine the budget and program of activities.

■ **Three new labour counsellors for Washington, D.C., London, England, and Brussels, Belgium have been appointed.** The three are Allen Schroeder, 61, currently Education Director of the Canadian Region, United Auto Workers of America, who will be posted to Washington; Eamon Park, 55, Assistant to the Canadian Director of the United Steelworkers of America, who will serve in London; and Jacques Archambault, 48, Director of the Commerce Federation of the Confederation of National Trade Unions, who goes to Brussels.

The three men moved to their posts early in September and will be responsible for reporting on the international labour scene in their respective areas, keeping the Canadian Government informed of labour and social developments. Born in Saskatchewan, Schroeder taught school in that province from 1929-32. He joined the United Auto Workers in 1940 in St. Catharines and held a series of posts, including those of vice-president and chairman of the bargaining committee of Local 199, and international representative on the UAW staff, prior to his appointment as Education Director, Canadian Region, in March 1961.

Park, a native of Ireland, was educated in England, Wales and Toronto, and began his labour career in Kirkland Lake, Ontario, in 1941. A member of the United Steelworkers of America since 1942, Park has also served as organizer as well as director of its Public Relations and Legislative Departments. His international experience includes participation in a number of meetings of the Iron and Steel Committee of the International Labour Organization.

A technical counsellor with the CNTU since 1948, Archambault is a graduate in industrial relations from Laval University, Quebec City. He has been active in many facets of the labour union movement in Québec and spent a year in France studying labour's involvement with economic planning. The Washington and London posts were occupied respectively by Patrick Conroy and Gil Schonning, now retired; while the Brussels' post was occupied by Guy de Merlis, currently Assistant Director of the International Labour Affairs Branch of the Department.

■ **Richard Vanderberg has been named Executive Secretary of the Canadian Railway Labour Association.** He came to the CRLA from Carleton University, Ottawa, where he has been an assistant professor of economics. He has wide experience in economics and labour relations, having worked with the Transport and General Workers Union in Britain. He is the author of the study **The Post Office and its Workers,** and is a former employee of the Wisconsin Employment Relations Board.

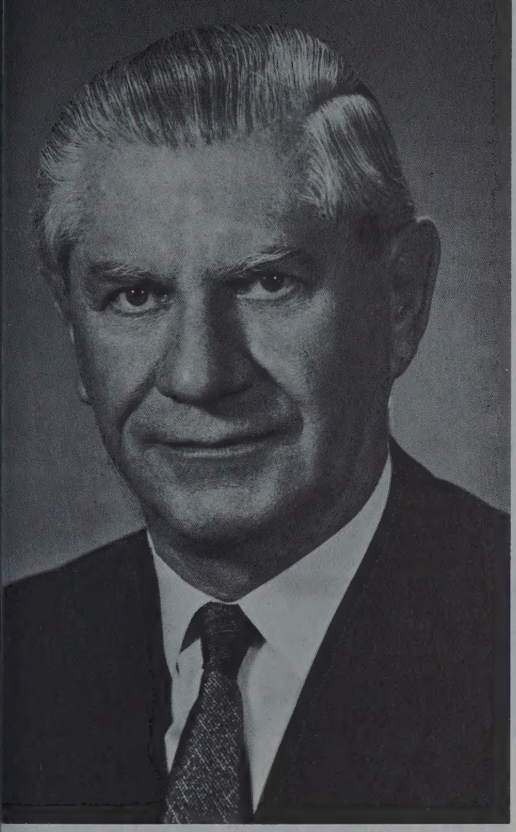
■ **The Canadian International Development Agen has signed agreements to provide Algeria with a mana ment training program.** CIDA will contribute $2 milli to pay for the cost of services and equipment provic by the University of Montreal's Ecole des Hau Etudes Commerciales for creation of a management partment under the auspices of Algeria's National P ductivity and Development Institute. The latter is extension of the Algerian Government's Department Industry and Energy.

The new department, to be known as the "Departm de Perfectionnement en Gestion des Entrepri (DPGE)" will be built up by the Ecole des Hau Etudes Commerciales into an autonomous institut staffed by Algerians with expertise in managem training. It will serve also other developing African tions as a centre of research in scientific managem principles. It will begin operations May 13, 1973. In dition to creation of the DPGE, Canada's assistance i five-year program will include provision of scholarsh for postgraduate management studies in Canada Algerians.

CIDA has also signed an agreement that will provid grant of $170,000 for the training of mechanics heavy earth-moving and farm equipment in the Iv Coast. The agreement was signed with the Gene based Organization for Rehabilitation through Train (ORT). Manufacturers of farm machinery, rang from small tractors to combine harvesters, also contributing funds to the project. The ORT, a n profit organization with an office in Montreal, will s ply Canadian instructors to carry out the train program.

■ **Donald MacDonald, President of the Canadian L bour Congress, has announced the appointment of K neth R. (Robbie) Robinson, as the new Director of P lic Relations for the Congress** and Editor of **Canad Labour** effective immediately. Mr. Robinson, who l been Mr. MacDonald's special assistant, joined Congress from the Public Service Alliance of Cana where he held the post of director of public relatio He replaces Public Relations Director Jack Willia who retired July 1.

■ **A group of federal public servants chose their o working hours during the past summer** on an expe mental basis. About 50 employees at the Department Consumer and Corporate Affairs were able to report work at any time between 7.30 and 9.00 a.m. and le whenever they wanted after 3.30 p.m. The only requi ment was that they put in a 7½-hour day.



k Williams

Jack Williams, Public Relations Director of the Ca-lian Labour Congress since 1956 and Editor of Cana-n Labour since 1970, has retired. Williams was ap-inted public relations director of the old Canadian ngress of Labour in 1946 and continued in that posi-n until the merger of the CCL and the Trades and bour Congress in 1956. Before joining the labour vement in an official capacity, Williams worked for years on the editorial staff of the St. Catharines Stan-d. In 1941 he joined the staff of Canadian Press and s assigned to the Parliamentary Press Gallery in Ot-a, specializing in labour.

The U.S. Department of Labour has taken over all ivities of the United Mine Workers until a new elec-n of officers can be held. A U.S. District Court or-ed new elections for the top posts in the union. The urt also gave the Labour Department veto power r all financial dealings of the union. UMW President ny Boyle was recently convicted on charges of ille-ly donating union funds to political campaigns, but is appealing the conviction.

■ **Donald MacDonald, President of the Canadian Labour Congress, was elected as the first non-European President of the International Confederation of Free Trade Unions** at the ICFTU World Congress in London, England in July. MacDonald, who headed the Canadian delegation to the five-day international meeting, has been a strong advocate of the ICFTU since the organization was founded in 1949 and in 1969 he was the first Canadian to be elected a vice-president. He has been elected for a three-year term of office by unanimous acclamation of the Executive Board of which he is a member.

The ICFTU, which represents 60-million workers in almost 100 countries around the world, has headquarters in Brussels, Belgium. The CLC is an enthusiastic and energetic member of the ICFTU. Organizing and assisting in the formation of trade unions where they do not exist, and trade union education are but two of the many areas in which the ICFTU is active. The organization administers also the International Solidarity Fund, which consists of voluntary contributions from workers around the world. The Fund provides relief in emergencies of all kinds, and sponsors activities designed to help the trade union movements in the developing and underprivileged countries. The organized labour movement in Canada contributed more than $50,000 in 1971 to the International Solidarity Fund; in addition, the Canadian Labour Congress administers its own International Activities Fund to provide financing for specific international projects carried out by the Canadian Labour Congress.

■ **A. L. (Bert) Hepworth of Ottawa has been named a part-time member of the Public Service Staff Relations Board.** Hepworth will serve as a member representative of the interests of employees. He replaces the late Andy Andras of Ottawa. Mr. Hepworth's appointment brings the Board up to the full strength permitted under the Public Service Staff Relations Act. The Act provides for the appointment of a chairman, a vice-chairman and from four to eight other members to be appointed as being representative in equal numbers of the interests of employees and of employers.

■ **The federal minimum wage will be increased to $1.90 from $1.75 an hour on November 1.** This minimum will apply to employees 17 years and over in businesses coming under federal jurisdiction. The minimum for employees under 17 will be increased to $1.65. The revision of the minimum wage was made by Order of the Governor in Council under the provisions of Part III of the Canada Labour Code (Labour Standards).

50 years ago

■ **Delegates to the 38th annual convention of the Trades and Labour Congress of Canada petitioned the federal and provincial authorities for the withdrawal of troops from the Nova Scotia coal fields.** The issue was taken up at the afternoon session of August 22, when Tom Moore, President of the Congress, read a telegram from Dan Livingston, President of District No. 26 of the United Mine Workers, whose members were on strike against wage reductions. In the telegram, the UAW asked that a protest be made against the sending of troops, which, it was asserted, could only be for the purpose of breaking the strike, as not one arrest for lawlessness had been made since the strike was called on August 15.

President Moore explained that the executive council had already sent a message to Prime Minister Mackenzie King about the troops being sent into the district. The Prime Minister had replied that no troops had been sent at the request of the Government, but had been requisitioned by the local authorities for the preservation of law and order. The Prime Minister suggested that the authorities withdraw their demand. The president in turn explained that the Congress executive had been ignored by the labour men in the coal fields of Nova Scotia, and as they were not in touch with the men co cerned in the present dispute, they had no one to whc the suggestion of the Prime Minister could submitted.

The request for the preparation of a resolution was i ferred to the Committee on Resolutions, which la presented the following message to Prime Minis King, provincial Premier Murray, and to the officers District 26: "With reference to the use of troops in t Nova Scotia mining troubles, this Congress in annu convention, emphatically approves telegram sent President Moore on behalf of the executive council pr testing against the use of and concentration of troops industrial mining disputes as intimidation of the wor ers and as a too ready assistance of the money-grabbe whose only care is their pockets rather than the rights the public. The presence of troops, particularly whe there is no disorder, (property being protected by t workers), and especially where the mayors of the m nicipalities of Nova Scotia have disowned the necessi for assistance, only leads to serious trouble and riotin and is subversive of the rights of the people, and mak a mockery of the law. Congress asks that you bri strong pressure to bear on parties responsible for pre ence of troops to have them evacuate the locality once."

his reply, Prime Minister King stated: Under the umstances, I have given instructions to have contents our wire communicated through Department of Na- al Defence to officer of the district under whose re- ition troops have gone to Nova Scotia, with the uest that he advise local authorities of its presenta- s, at the same time informing them that our Gov- ment is most desirous that the troops should be with- wn just as speedily as may be possible in the opinion he authorities by whom they have been requisi- ed, and who are financially liable for expenditures rred in connection with their aid to the civil power."

he discussion took place on the reading of the above sage from the Prime Minister. It was decided that acknowledgment should be forwarded to King ex- ssing appreciation for the prompt, courteous and pathetic reply, and expressing the hope that he ld continue to do his utmost with a view to having troops withdrawn immediately. It was also decided, o reply had been received from Premier Murray, a copy of the message received from the Prime ister should be forwarded to him with a request that adknowledge the message sent to him by the Con- s on August 22. A letter received from the deputy vincial secretary of Nova Scotia on August 25 stated the troops were requisitioned by the local author- to protect the coal areas and workings. These, he , were the property of the people of Nova Scotia had been abandoned by those responsible for keep- the mines clear of water and gas.

the same day another telegram was received from mier King, informing the convention that "in addi- to having made known the attitude of the federal vernment in the manner disclosed in my previous gram to you, the presence of the Hon. D. D. Kenzie in Nova Scotia at this time is due to the de- of my colleagues and myself to see that the parties cerned are kept fully aware of the position of the eral Government in this matter, and of the responsi- ies and financial liability involved in the calling out retention of the troops in aid of the civil power."

er receiving the messages, the Congress unanimously pted a resolution expressing their unalterable oppo- n to the presence of the militia in strike areas until power of the civil authorities had been exhausted. A lution also was approved pledging the "fullest al support to the striking miners of District 26 in r endeavour to secure a wage sufficient to maintain Canadian standard of living."

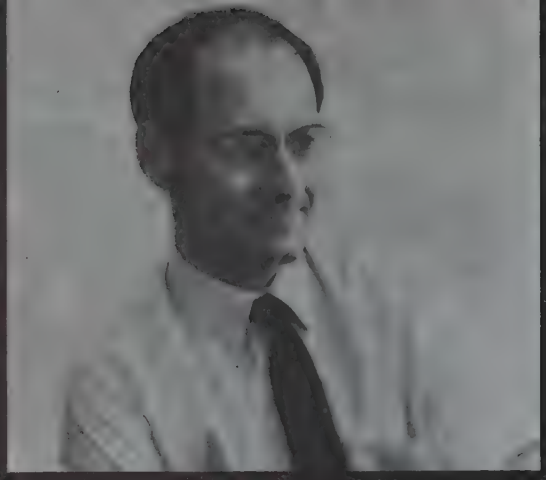
■ **The Ontario Mothers' Allowances Act came into force on October 1, 1920, and the first annual report of the Allowance Board covered operations undertaken during the fiscal year.** The statistical part of the report showed that of the 2,320 widows receiving benefits, 180 were widowed during the current year. The most frequent causes of death of the fathers were influenza, pneumonia and tuberculosis, which together accounted for 1,146 out of 2,338 deaths. The occupation of the fathers was given as follows: 1,002 labourers, 142 clerical, 675 trade, 151 business, 25 professional, 288 farmers. The remainder of the 2,660 fathers reported on were unclassified.

A widow with two children was paid $40 a month in the city. Rates in municipalities that were not cities were $10 lower than city rates. No provision was made in the Act for a widowed mother with only one child. (At the time of this report, the average cost of the weekly family budget of twenty-nine staple foods was $10.44. The total for food, fuel and rent averaged $20.88.) In most cases the cost of the allowances was met jointly by the province and the local authority. The work of the Mothers' Allowance Commission was performed by 96 local boards consisting of five members serving gratuitously and receiving only travelling expenses.

If the mother was employed, the Board endeavoured to obtain part-time instead of full-time employment in order that she might arrange to spend more time in her home. The province, in this way, hoped to keep homes together, and make it possible for mothers who were forced to break up their families to bring them together again.

■ **An order in council was issued in Alberta under the 1922 Drought Area Relief Act.** The order was to the effect that throughout the drought area, no proceedings of any sort leading to the seizure or sale of property could be taken without the permission of a judge. The produce raised within the drought area during 1922, and the sale proceeds that would provide necessary food and clothing for the resident and his family until August 1, 1923, were exempted from seizure.

■ **The provincial police of Saskatchewan secured several convictions** under the provincial Masters' and Servants' Act against a number of harvesters who left their work in the harvest fields without notifying their employers. Fines amounting to $20 and costs were imposed in some cases.



Motivation in the public service

by H. J. Harker

While still Minister of Labour, Bryce Mackasey addressed the National Industrial Conference Board and offered a diagnosis of the state of industrial relations in Canada, saying that the root causes of trouble were to be found in the neglect of the motivational side of industrial relations. **Proper treatment of this subject, he thought, would reveal a frustration that neither employer nor trade union officials fully understands.** The frustration often felt by employees toward their work and the work environment is an area that is more and more being examined, at times by employers, and at other times by organizations representing employees. This article will discuss the bases of such examinations in Canada and assess their implications for public administration in general.

Mackasey justified the concern for motivational analyses in the public sector, and in correspondence with the director of a leading staff organization, made the point that as an employer, the Government of Canada must take an active part in such studies. He saw the need for it to move from simply gauging the total employee organization to systematically studying the dimensions of each component of the Public Service that influence individual behaviour and the acceptance of work tasks.

When Cabinet Ministers and staff association leaders talk about motivation, they are thinking of whatever it is that encourages the acceptance of work tasks and the expression of individual behaviour conducive to the achievement of personal and organizational goals which, we can say, is to equate motivation with wo satisfaction. A public servant is motivated to work wh such activity produces satisfaction.

To take this point a step further, we can perhaps s that motivation is the psychological force that promot action related to the satisfaction of needs: man acts in certain way to obtain the things he values. This sugges that he acts in a certain way to avoid the things he do not value, and that we must regard this, too, as motiv tion. This, however, is where the controversy begins. I deed, perhaps it began when we introduced "values" well as "needs," or when we failed to identify the natu of the needs. One of the key figures in this field is Pro Frederick Herzberg. He sees motivation (and has urg many individuals and corporations to do the same) that inner desire to make an effort. This effort is pr duced by man's need for fulfilment as a person, for se realization.

He is reasonably specific as to the sort of needs th must be met in order to spur motivation, and he do not exclude recognition of such basic needs as food, w ter and shelter. Thus, there are, in his view, two sets needs, essentially independent of each other and po haps even operating in different directions. We mu note then, that the school of thought that Herzberg re resents seeks to establish a "duality" in man's natur woman's nature too, for that matter!

Another approach to motivation is one that stress complexity and individuality. Here motivation is aga internal—one man can move but not motivate another

it is related to a subjective determination of the im-
tance of needs without reference to a dominant pat-
. This very individualistic view calls for an equally
ividualistic approach by the manager who must deal
each employee as having highly differentiated
ds.

hough not wishing to dwell on the implications of
ivation analysis at this stage, it is clear that such an
roach would require the personal involvement of
manager to an extent that may detract from the per-
nance of other managerial duties. Managers in the
lic Service often lack the authority to respond to di-
se employee needs. But these needs must be made
r to the manager through conversation with the em-
yee and through measurement of the latter's re-
nse to a variety of work assignments and incentives.
s would appear to require a much more flexible ap-
ach to the structuring of government operations
n exists in the Canadian Public Service today.

arly, we have not introduced every approach, or
ily of approaches, to the question of what is motiva-
, and how we can measure satisfaction—the end that
tivation seeks to achieve by the internal mobilization
energies. The reason for such seemingly cavalier
tment of a complex field is that, in Canada, the
ice seems to have been made between the two types
pproach introduced earlier. That is not meant to in-
ate that in Canada one can see evidence of a major
mmitment in all quarters to the motivational ap-
ach to industrial relations demanded by Mackasey.
leed, the Minister's statements show that this is not
case. Studies, and attempts to implement their find-
s are very much in their infancy, but they do share a
mmon genesis: the approach to motivation and job
isfaction developed by Herzberg.

have seen that Herzberg makes a distinction be-
en motivatory needs, self-realization, achievement
l responsibility, and the basic hygienic needs such as
nfortable surroundings, good supervision, and the
gs that money can buy. It is, according to Herzberg,
presence of some of these factors in someone's work
t will determine the extent to which he is a satisfied
ployee. An employee will be moved by the presence
ygiene factors, and motivated by the presence of the
tivatory factors. An absence of the former will make
dissatisfied; but he will be satisfied only by the
sence of the latter. This relatively simplistic view of
rk satisfaction, and the impact of motivatory and
gienic needs has not gone uncriticized, as can be
ged from a reading of journals in personnel
chology.

One criticism that must be levelled by this author is that **professional public servants capable of building a pattern of job expectations could easily be dissatisfied by the absence of motivatory factors in the work.** The author's interest in this whole area, and more specifically in the motivation of professionals employed in the Canadian federal Public Service, was in part stimulated by the exploratory work of the Personnel Department of the Canadian National Railways. George Lach, a CN Vice-President and former trade union official, has set himself the task of creating, both within the corporation and in the industrial milieu, an atmosphere conducive to the acceptance of the new philosophy of management based on an appreciation of Herzberg's work. His chief assistant in this enterprise is Clift Read, Co-ordinator of Manpower Planning for CN.

Read has carried out a number of small-scale studies covering a total of more than 1,200 respondents drawn from all management levels and manual occupations as well as the professions. One point that emerges from his data is that professionals and non-professionals do not differ significantly with regard to the factors that motivate them or dissatisfy them. So far, the CN team has restricted itself to conducting very valuable empirical studies and public relations exercises, rather than pressing ahead with major programs of job enrichment—that is, building motivatory factors into jobs. This is not the case with Bell Canada, an organization stimulated no doubt by the close links between American Telephone and Telegraph and Herzberg.

Bell Canada has initiated, completed, and evaluated a number of job-enrichment programs similar to those initiated by ICI at its fibres plant in Gloucester, England (LG 1969, p. 453). Impressive savings have been made in aspects of Bell's Operations in the Central Region, owing to the efforts of Norm Guest, and in Montreal, to Bill Topp, Staff Supervisor for Management Development who, like CN's Clift Read, spends much of his time outside the organization. An example of his work is a seminar he led at the 1970 Conference of the Ottawa Chapter of the Public Personnel Association. This was attended by personnel administrators from the federal Public Service, a number of whom had never previously heard of Herzberg, motivation analysis, or job enrichment. **The federal Government has, as we have seen, expressed an interest in these items, but none of its civil agencies has undertaken studies or implemented programs.**

The Canadian Forces Personnel Applied Research Unit has, however, carried out a group of motivation studies. The first of these tested the applicability of Herzberg's findings to Canadian Armed Forces officers. Maj. Paul

Otke, a doctoral student in psychology at York University, Toronto, directed the work, and from the first study, he concluded that there are motivatory factors that are satisfiers and that substantiate the points I made earlier concerning professional workers and Herzberg's theories. The unit carried out a second study under Otke's direction. This one was designed to formulate a number of hypotheses concerning job satisfaction, and these were tested on a representative sample of more than 600 officers. At this time, it is not clear whether anything has been or will be done to implement Otke's findings, but it is significant that a considerable body of resources was allocated to carry out the studies. For example, a team of 40 personnel selection officers was specially trained to do the interviews.

Something, then, is known about the motivation of a particular group of people employed in the service of the Government of Canada. These are military employees, of course, as opposed to Public Service employees. Comprehensive knowledge of the motivation of our federal Public Service employees is lacking, though some light has been shed by the Professional Institute of the Public Service. Some other knowledge exists, gathered by Jim Lotz and Patrick Playfair of the Canadian Research Centre for Anthropology. They directed a survey of resources available to single women Public Service employees residing in the centre of Ottawa, and some of their questions were intended to determine the major causes of job satisfaction and dissatisfaction among these employees.

We are, in effect, on the threshold of establishing an atmosphere conducive to an examination into the true nature of public employment.

As Dr. Richard A. Chapman reported to the International Round Table on Administrative Reform-Development held in Beirut in April 1970, such an atmosphere was current in Britain a few years ago. Although Dr. Chapman found it difficult to explain why an important degree of introspection should have occurred at that time in the form of critical analyses of various public institutions, the result was the introduction of formal-official inquiries into the basis for administrative reform. It is perhaps too early to expect such inquiries to be made in Canada, for although there is a lot of hope on the part of the employee side, there is little indication from the Government—apart from the interest of Manpower Minister Mackasey.

There is little doubt, however, that demands for the r form of working conditions and relationships in t Public Service will grow increasingly insistent in Ca ada. As the evidence mounts that a growing number Public Service employees find their jobs lacking in sati faction, and that jobs can be enriched to provide cc and other savings to the employer, there will be a mob lization of pressures from many quarters. These pre sures will demand that efforts be directed toward t objective, a job-enriched public service, and they w come from staff associations, departmental personn authorities, and sections of Treasury Board.

The existence of channels for the communication these pressures will be a critical factor in how the ne orientation to labour relations through motivation wi be handled by the Government. **Channels do exist present, though they are organized more to accon modate a system of collective bargaining than anythir else, but even these are being questioned now.**

It can be suggested that, in any country with a moder ized state and a busy bureaucracy, government in t 1970s will have to face the costs of employing officia who are not satisfied with their jobs and who are n being effectively used. Often the latter condition is cause of the former. Governments will have to fa these costs partly because they will be very high, ar partly because they will be more clearly related to t lack of motivation through job enrichment than to ar other factor. Only then will the channels of commun cation assume their true importance.

Attempts must be made to articulate the patterns self-actualization needs of, and actualizing structur open to, Public Service employees. Their own staff ass ciations are in the best position to assume a major pa of this burden. Bureaucracies that do not encourage, actually discourage, the affiliation of employees wit staff associations will have to cope unaided with th problems of clearly defining the areas of need.

In any event, **job enrichment has to be implemented i program form in order to make it effective, and this wi require a major commitment by everyone concerne Management will have to be educated to the extent being able to persuade recalcitrant employees of the ben efits that would ensue from such a program**—and th program will have to be flexible enough that it can b tailored to fit particular situations.

The education of management, which will be relate not only to the creation of capabilities but to the crea tion of a corporate philosophy of commitment, cannc of course come within the province of the staff assoc

ons. What will be called for is the use of a special part the bureaucracy for the discharging of service-wide ponsibilities. The Canadian Treasury Board already forms similar functions and it could assume new ies with little difficulty. Where the expertise necesy to produce job enrichment does not exist the pros will be difficult. The trials and tribulations of nge are more difficult when familiar centres of aurity are not being used.

e movement toward a job-enriched Public Service l entail the use of well-developed staff associations, creation of a favourable managerial climate, and determination of a select group within the bureaucy to make the program work in the direction of reing costs. These are the impacts that the introducn of motivation and job enrichment will have as a cess. We must now speculate as to the long-term sequences.

ere is no evidence available, to this author at least, owing the pattern of industrial relations that exists in ob-enriched Public Service. What signs there are, wn from the private sphere, suggest that **the initial plementation of job enrichment, involving supervisors l junior managers in the analysis of the jobs and the duction of schemes for adding responsibilities to se jobs, results in a desire and need for these people have responsibility and authority themselves.**

ese qualities they need in order to respond to nges in the situation of their work units, ranging m alterations in output to alterations in the type of employee hired. The danger will be that the managerial staff may come to believe that it alone holds the key to what the Public Service employees need, want, or will settle for. Paternalism will always lurk near the surface—and it may even show itself when its subconscious patrons are urged to adopt behaviour patterns superficially calling for their interventions on behalf of employees. I say "superficially," for in fact the continuing supervision of job enrichment requires the participation of the employee, perhaps through his organization, in the effective motivatory distribution of tasks. Furthermore, an employee who worked at a high level of satisfaction owing to the presence in his work of such things as achievement, recognition and responsibility, may not take as much notice of his working conditions as a dissatisfied worker, but he will the more strongly demand an input into the continuance of his source of satisfaction. **He will expect partnership, not paternalism.** If Public Service employers are prepared to grant this, they will be better placed to use their employees for the public good.

(H. J. Harker is a Research Officer with the Professional Institute of the Public Service of Canada. Harker worked as a public servant in New Zealand before entering Liverpool University in 1964. He later obtained an M.A. degree from Dalhousie University, Halifax. His thesis was titled "Professionalism and Public Service." He then served for two years as a research associate in the Institute of Local Government Studies, Birmingham University. The opinions expressed in the foregoing article are those of the author alone and do not necessarily reflect the views or policies of the Canada Department of Labour.)

The search for an industrial strategy

An industrial strategy flexible enough to adapt rapidly to the ever-changing forces of the times in which we live, and requiring the close collaboration of governments, management, labour and experts in economics, business, industrial relations and related fields emerged as the No. 1 priority at the 101st annual meeting of the Canadian Manufacturers' Association.

Held at Edmonton in June, the convention adopted "the new realities" as its theme; but though the realities on the agenda ran the gamut from manpower and resources, through trade policies to managing priorities, the subject of industrial strategy captured the spotlight. Explicitly and implicitly, and in a variety of guises, it emerged with coincidental regularity from addresses by the CMA's immediate past president, Gérard Filion, other top Canadian businessmen, and the federal Minister of Industry, Trade and Commerce, Jean-Luc Pepin.

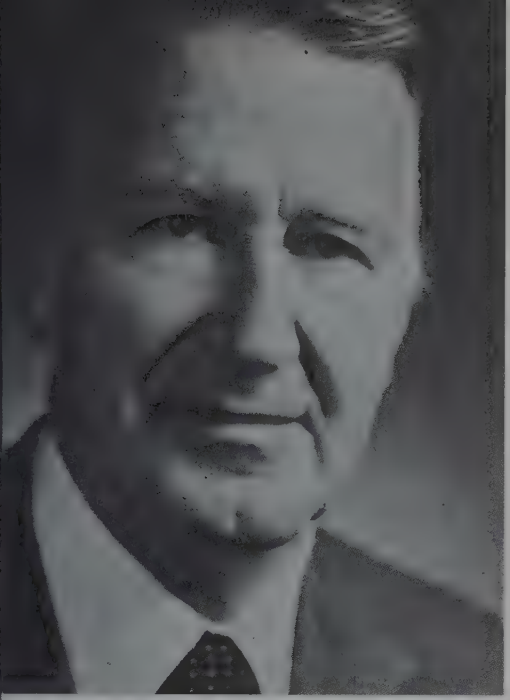
Some of the more thought-provoking addresses had the inevitable effect on panel discussions and audience participation from the roughly 500 delegates, and it was during these periods of activity that the industrial strategy concept was examined and debated more closely than any other.

As Pepin wittily observed, he wouldn't want anyone t get the idea that Canada had been operating without a industrial strategy. We have always had one, he in sisted. But what we are looking for now is "a better on than the one we have at present." The full texts of th speeches presented at the convention were published i the July issue of **Industrial Canada.**

Daniel Sprague, President of James B. Carter Ltd Winnipeg, a company specializing in heating and coo ing equipment, is the new President of the Canadia Manufacturers' Association. John Whitelaw, former ex ecutive vice-president and general manager of the CM has been made a CMA Vice-President. Whitelaw hel his former positions since 1953. Replacing Whitelaw i William Frechette, the former general secretary of th CMA. He has been with the CMA since 1946.

Gérard Filion

Gérard Filion, 1971-72 president of the Canadian Man ufacturers' Association, **commended the federal Govern ment's latest budget for "making a really worthwhile re duction in the federal tax load of the manufacturin industry."** In his presidential address to the Association Filion enumerated four ways that the tax cuts are bene



iel Sprague

l: First, the cuts give recognition to the manufac-
ng industry's crucial role in generating new job op-
unities; second, they admit the essential fact that
s of production in Canada are significantly higher
ı those of our industrial competitors—and that an
ssive tax burden has contributed in a large way to
situation; third, the tax cuts present Canadian man-
turers with a real chance to compete at home and
ad, plus a leeway on prices not previously enjoyed
opens new opportunities to expand domestic and
rt sales; and fourth, the concessions demonstrate
wa's belief that temporary, makeshift jobs in the
lic sector are no substitute for the many new and
nanent jobs industry provides when the economic
ate is attractive.

on commended Finance Minister John Turner's
get as "contributing to the fight against inflation
to our own efforts to hold the price line." He cited
budget as a challenge by Turner for manufacturers
demonstrate that substantial corporate tax relief
ly is the way to gain faster economic growth through
ped-up investment, more production, and more
. Industry will definitely rise to the challenge of the
get," Filion predicted.

He expressed hopes that neither contradictory government policies nor excessive labour union demands would dilute the expansionary provisions allowed for in the budget. He stated that CMA presidents had repeatedly pleaded for restraint on demands placed by organized labour. When these were ignored, rising inflation and severe unemployment resulted from either the measures necessary to deal with the inflation or to the competitive disadvantage inflicted on Canadian producers, according to Filion.

He criticized unions for demands unrelated to productivity, then commented on the behavior of certain segments of the labour movement. **"To flirt with anarchy, as some union leaders have done in Canada in recent months, is not only to betray the interests of their own members and, by scaring off investment, promote unemployment and hardship, but to underscore the central truth that tyranny and terrorism, violence and lawlessness, are not any less evil or any less tolerable because they wear a union badge."**

Filion urged withdrawal of the right to strike for public service employees, noting that Québec has put limitations on these workers for the next two years and Ontario has banned such strikes altogether. He believes

William Frechette

that it is possible for governments to devise a fair grievance and arbitration system that would make strikes unnecessary. "Everyone would support such an alternative as infinitely preferable to the present license, permitting interruptions of the mails, transportation and other services as it does."

Commenting on current federal legislation, Filion voiced the dismay of manufacturers that Canada Labour Code amendments contained in Bill C-253 fall short of what is required. Despite alterations made to date in the second version of the bill, manufacturers still react adversely to provisions for technological change contained in the bill. The Association fears that inadequacies in the federal legislation may be copied and included in upcoming provincial bills. Bill C-183, according to Filion, will do nothing for the vast majority of the Canadian workforce. Employers believe, he says, that provisions to assist redundant employees should be part of normal negotiations instead of being regulated by legislation. The Association would like to see the bill modified before it becomes law.

Regarding foreign ownership of industry in Canada, Filion urged "a positive approach to the problem through national policies that will actively encourage the broadest possible Canadian ownership of new and growing industries, plus giving Canadian owners less reason to sell their equity." He spoke against those who would impose strict rules for Canadian ownership without considering two questions: What price should Canadians be willing to pay in lost jobs and lower living standards in return for the kind of hardline legislation they want? and Whose jobs and living standards do they mean to sacrifice on the altar of nationalism?

William May

"In a wave of disillusionment that engulfs our continent, all too many of our articulate critics hold industry responsible for the entire galaxy of social ills," according to William F. May, Chairman and President of the American Can Company. Noting that many institutions in American society such as education, the church, government, labour unions, the press, and even the family are losing public esteem and confidence, May said, "I think Canada may well learn from the mistakes made in the United States. Through a combination of circumstances, legislation, and even education, the United States has become dangerously polarized. We are an increasingly adversary society, even when our interests are not antagonistic but deeply interwoven. **Labour and management, as an example, rise together when the economy is strong and expanding—or fall together when it is stagnant and unproductive. Yet labour relations i the United States has come to mean only labour negoti tions, conducted with complete imbalance of power, an atmosphere of mutual hostility.** Productivity, the e sence of business responsibility, has become a dubiou concept."

He went on to outline some of the areas where confro tation threatens to replace co-operation. In the field labour-management relations, **May predicted th greater consultation will be needed between manag ment and labour in job designs so that both labour ar management personnel may derive satisfaction fro their work.** Consumerism has also developed into dea lock to a distressing degree, he said. Despite strident a cusations by spokesmen of consumerism that are diffi cult to respond to, May urged industry to "be sensitiv to new voices" and to continue efforts to "make its ca before the court of public opinion." He predicted tha with the combined efforts of labour, management ar governments, the new industry of recycling solid wast could be "the breakthrough industry of the next gene ation." Lastly, he called for responsible stockholder a tion rather than confrontation in guiding the course industry toward "desirable social goals."

In conclusion, May asserted that industry is capable helping to reach certain social goals if it makes prop use of its energy and flexibility. He warned that, often the past, pressure groups have pushed government in responsibilities without considering the long-range r sults of such takeovers. For industry to retain any publ confidence, care must be taken in future that business not forced to assume responsibilities it is not equipp to handle.

V. O. Marquez

"Canadians are beginning to fear that we may have u wittingly exposed ourselves to the risk of being unab to respond quickly to new economic changes arisin from conditions beyond Canadian control." Accordin to V. O. Marquez, Chairman of the Board of Norther Electric Company Limited, the "abnormally depe dent" nature of Canada's manufacturing segment mu be of concern to all Canadians. He noted, though, th "it is doubtful if foreign financial control alone of co porations operating in Canada is as significant a reas for concern as the parallel and associated widespre reliance on foreign innovation and entrepreneurship

fault is not in the mere presence of foreign tech-gy, he said, but in the absence of a broad enough of original Canadian technology.

ently, Canadian manufacturers have only two ces—total dependence on foreign-generated innova- (and this has been the general rule), or inter-ndence in which a continuing flow of domestically nating innovation is blended with foreign-devel- innovation. Manufacturers have attributed both s of dependence to the small size and special geo-hical nature of the Canadian market. Both expla-ons, Marquez thinks, are unconvincing because ler countries than Canada have successfully estab-d domestically owned industries and excellent orig-technology in selected fields.

quez cited Northern Electric as an example of a pany that came to rely on American technology in elephone industry rather than invest in developing wn equipment—a decision typical of many Cana- companies. In 1956 a ruling by the United States artment of Justice stopped the flow of technology from Western Electric, a U.S. firm, to Northern Electric. This decision caught Northern without any design capability of its own and without personnel to work on product development. In the years since 1956, Northern has been hard pressed to develop and maintain skills for which it had previously relied on Western Electric.

Northern's success before 1956, says Marquez, "concealed a precarious and vulnerable foundation. Environmental conditions change, often with little warning, and the fact remains that many Canadian corporations, especially those in science-based industries, are still ill-equipped to face the pressures of severe competition because they have not been conditioned to develop appropriate responses to a demanding environment."

Noting that Canadian companies innovate and adapt only when forced by changes beyond their control to do so, Marquez asserted that he can see "no sign yet of reliable evidence supporting the view that the needed responses can be artificially induced by incentives." Instead, he sees Canadian manufacturers reacting only to "small catastrophes." In the end such events may be

blessings in disguise because Canadian industries are forced to innovate and develop in new directions for the mere sake of survival.

Multinational corporations may not be as damaging to nations as some people view them, Marquez stated. "The inevitable future proliferation of multinational corporations will teach national governments that the economic climate they legislate within their borders must be at least as attractive as it is in most other countries or they will fail to attract their fair share of corporate investment—domestic or foreign." The answer is not to discourage foreign investment merely because there is too much of it, for that could probably discourage domestic investment at the same time, he said. Rather, **a course must be chosen that will develop skills and attitudes in Canadian industry without diminishing Canada's attractiveness to the foreign investor.**

H. A. Hampson

Inflation is a universal problem, says Anthony Hampson, Chairman of the Canada Development Corporation, and there is reason for concern; but governments seem to lack the will to come to grips with the problem. In certain European countries and in Britain, inflation is at the rate of about 10 per cent a year, having previously been at the same rate as it is in Canada. "A continuing process of 10 per cent inflation would raise very broad questions about the social and political stability of western society," he said. "It would mean that **for an average person, the purchasing power of a dollar would decline at his death to less than 1/1000th of what it was at his birth."**

If Canadians want to get more of the economy under Canadian control, they have to have the chance to save more. **"The present taxation system has somewhat of a bias against personal saving,** especially in an inflationary period when people move up into higher brackets without getting any real increase in purchasing power." Capital by itself was not a sufficient condition for growth, Hampson said. Despite our high investment rate, Canada has not had particularly outstanding growth. **"This reflects the fact that capital has not always been wisely used nor properly combined with other factors of production, including labour, and—perhaps more importantly—with management skills and innovation.** Indeed, if there is a single important factor in economic growth, I would say that it is innovative entrepreneurship. **A bureaucratic structure and attitude, whether in the private sector or in government, is the enemy of innovation and thus the enemy of really sound economic growth."**

H. Anthony Hampson

Corporations and government are going to have to fin a more flexible, creative and decentralized way of ope ating if Canadians are to cope with the challenging an rapidly changing world. "And the stakes are big: a $1(billion economy that grows at 5½ per cent in real tern for 18 years becomes $262 billion. If it grows at 8 p cent, however, it becomes $400 billion in the same p riod of time—more than 50 per cent larger in real term and thus much better able to offer both social servic and private goods to its population."

Resource and manufacturing investment were compl mentary, not competitive, he stated. "We shall need th high incomes, the energy and raw material resource

the many technical and service skills that the re-rce industries bring to us, if we are to have a solidly-ed manufacturing industry in Canada."

h investment and savings are not necessarily associ-l with any particular level of exchange rates. "It is nifest nonsense to indicate that flows of non-resident ital for large resource projects would necessarily h the exchange rate up to undesirable levels. Much ld depend on what was happening to incomes in ada, to imports associated with the growth of those mes and with the project itself, and to a host of er factors involving the whole process of economic elopment." The same is true of the belief that high ital investment levels would necessarily result in a ressed Canadian exchange rate because of the need service the foreign capital involved. "In any event, e foreign capital is going to be required in the years ad, especially when it brings with it access to mar-, technical expertise, and other factors." A much gher-minded attitude is needed to make better use of capital resources. **"Innovation is the key that will un-our future potential;** old habits, bureaucratic struc-es, and wasteful use of ever scarcer capital must not tolerated if we truly wish to become the great nation are capable of being."

H. Stevens

nada must acknowledge the present condition of rld trade and revamp its policies to meet new reali-, according to J. H. Stevens, Chairman of the CMA's port Committee and President of Canada Wire & ble Company Limited. The era of "unparalleled ex-nsion" in world trade ended last August 15 with Pres-nt Nixon's announcement of measures to protect the . economy, said Stevens. He predicted a new era of de dominated by powerful blocs that would carry on st of the world's commerce. In this light, Stevens d, Canadians must "be adaptable to change and p an open mind on all trading options open to them, ile still fostering trade with the United States." He mmended increased Canadian concentration on de with developing countries. "The Canadian Gov-ment should foster this activity by providing tax leg-tion encouraging Canadians to take advantage of incentives in developing nations," he said.

build a broader tax base, Stevens noted, **"Canada st promote research, development and the creation of cial technology. She must encourage investment rseas to broaden the technological base that will engthen its markets."** For her own protection in rld trade, Canada must also "encourage the correct of primary and secondary industries according to a esive policy."

"Within Canada," said Stevens, "Canadian governments must reduce their priorities on spending and redistributing wealth. Governments must give much more emphasis and priority to fostering an environment that creates wealth. To do this, business must be allowed to operate profitably so that investment in new plant and equipment is encouraged. Given this type of environment, industry will create the new jobs required and become increasingly competitive." He noted with pleasure that "recent statements by Prime Minister Trudeau and Trade and Industry Minister Pepin indicate that this Government has made a start to develop a suitable, cohesive, industrial strategy for Canada."

J. K. Jamieson

International business and positive nationalism have a common interest and can work effectively together toward mutual benefits, J. K. Jamieson, Chairman of the board of Standard Oil Company (New Jersey), told the convention. "One party does not have to lose for the other to win—all can win," he said. Jamieson discussed the relationship between nationalism and the multinational company in addressing the annual meeting. He referred to his own company as multinational and cited several examples in Jersey Standard's experience that illustrated the possibility of mutually beneficial relations between such a firm and the countries in which it operates.

Jamieson, a native Canadian, is now a U.S. citizen. As such, he recognizes that nationalism is a binding force in any country. "As I see it, **the rational pursuit of national interest is the road to more widespread prosperity," he said. "Therefore, I am not alarmed at positive nationalism that encourages trade that is mutually helpful to a nation and a corporation.** I am, however, disturbed by emotional demands for negative nationalism, whose effect is to reduce commercial contact among nations."

Turning to Canada-U.S. relations, he recognized the concern felt by some Canadians over the position of Canada in this relationship. He listed as some of those concerns the feeling that: Canadian foreign trade should serve Canadian interests; incoming foreign capital should not work against those interests; Canada should preserve freedom to export its capital; and that Canadian interests be served in the development of Canada's national resources. "To me, each of these concerns is completely natural and a sign of positive na-

A. J. R. Smith

tionalism," Mr. Jamieson said. "I am convinced that the interest of international business converges with such national interests when they are expressed with a long view that recognizes that other nations have corresponding aims."

He added that, at times, important groups in every country are attracted by the concept of "back-pedalling out of the world economy" and mentioned the Burke-Hartke Bill in the U.S. Congress as an example. He said the Bill would seriously cripple U.S. foreign investment and reduce U.S. imports.

"My company and many others have mounted vigorous presentations of the case for international trade and investment," he said, in commenting on the Bill. In this connection, he expressed the strong hope that current Canada-U.S. trade discussions would succeed in maintaining the benefits derived from some $23 billion of trade between the two countries each year. Jamieson emphasized the need for free capital flow among nations, pointing out that a concomitant requirement on the part of multinational companies is to conform to the needs of the countries where they operate. He said that his own company follows a policy of seeking national personnel to manage its business abroad and told of mutually beneficial results. Imperial Oil, Standard's Canadian affiliate, has access to the parent company's worldwide information and scientific research. Canadians who began with Imperial have received assignments in many parts of the world. On a personal note, he pointed out that his executive assistants in recent years have been Canadian, German, British and Belgian nationals.

"I have used some examples from my own experience to illustrate my conviction that a multinational corporation can bring real benefits to any country in which it operates," he said. "For this reason, I know that international business and positive nationalism can work together. **In relationships between nations and international companies, one party does not have to lose for the other to win. All can win.**"

A. J. R. Smith

It is a reality of the modern world that many resource-poor countries of the world have had the fastest rates of real economic growth during the 1960s, A. J. R. Smith, Chairman of the Conference Board in Canada told the convention. Smith is the former chairman of the Economic Council of Canada. Dr. Smith thus sees natural resources playing a diminishing role in Canada's present and future development.

Powerful forces, he said, have been working to reduce the relative size and importance of the resource industries on a worldwide basis—forces including those that are shifting resources into the service industries and those leading to savings in production processes by synthetic materials, miniaturization of products and curtailment of waste in the use of materials. Other realities of the modern world are that most of the frontiers of economic development are now located in our cities and that resource industries are accounting for a declining share of total Canadian employment. An even faster decline in the resource industries would have occurred in Canada if there hadn't been relatively high productivity in some of these industries and if there hadn't been strong government policies to promote some of these resource-based industries.

ith concludes that the existence of rich natural re-urces is not the key to economic development. ather, labour, capital and technology are the vital ntributing factors to efficient and effective resource velopment activities." But even capital "will not be predominant source of economic growth in the 70s," Smith asserted.

e area where greater emphasis is being placed is on npower—the quantity and the quality of human re-urces. But with this increased emphasis, he outlined e cautionary points: **learning by doing may be as im-rtant as formal educational training; not the acquisi-n but the application of knowledge is important; intel-tual capital may be no more important than physical pital as a basis for a country's economic process; there a growing need for good communications between se who have increasingly specialized knowledge and lls and those who have decision-making responsi-ities; and much needs to be done to develop better sys-ns of information and management to support more ective manpower development and deployment.**

an-Luc Pepin

deral Minister of Industry, Trade and Commerce an-Luc Pepin pledged the efforts of himself and his partment toward producing "an industrial strategy Canada that is better than the one we have at esent." In his address to the CMA conference, Pepin st outlined the problems in formulating a government ategy for industry, then described policies and plans at his Department is undertaking. Defining strategy "an ensemble of co-ordinated objectives and instru-nts," he noted that **an effective industrial strategy by vernment means proper planning for the optimum co-dination of policies and decisions in order to achieve fined (and accepted) social and economic goals.** This ategy must embrace all sectors of economic activity m resources to services, but must emphasize manu-cturing and processing.

inting to some of the problems hampering develop-nt of an industrial strategy, Pepin described Canada a "divided command" in which important decisions e made by consumers, entrepreneurs, investors and vels of government. Because each group has its own terest in the strategy, it is very difficult for govern-nts to determine "how much government involve-nt is desirable in industrial activity."

Pepin listed four ways that government could become involved: indicative target setting, selective support by government for "key" industries, joint ventures with the private sector, and government ownership of means of production. All of these have been tried, he said, and "experience shows that more government intervention does not necessarily lead to better economic performance, unless it can count on the support and co-operation of the majority of the population—as possibly in Japan." He noted that "most Canadians, though, are not prepared to accept a very high degree of 'dirigisme,' at least in time of peace." This, plus the fact that the federal Government has only limited jurisdiction and powers under the constitution, prevents implementation of an overall plan by the federal Government alone. Co-operation and compromise is needed in formulating any industrial strategy, Pepin declared.

An important consideration in any strategy position will have to be the "prevailing climate," accommodating such factors as the philosophy of the majority, the psychology and "culture" of the population, and the whole political, social and economic conjuncture. This is necessary because the situation keeps changing, the strategy both moving it and being moved by it. Trade-offs are necessary between national and economic objectives to best satisfy the greatest possible number of people. He cited the recent federal budget as an example of strategy designed to help the majority, yet still leaving room for criticism from smaller divisions within the population.

Pepin traced the history of Canada's industrial policy from the early days of natural resource production and minimum restraint on foreign ownership and control up to the present situation. He pointed to several "new realities" that must be dealt with in any strategy adopted. Among them are **the need for 2.5 million new jobs in Canada during the 1970s, accelerated technological advances, increasing labour-management confrontation, intractable inflation, change in attitudes toward work, growing market sophistication, multinational corporations, fragmentation of the Canadian market, and the contradiction of freer international trade combined with the formation of powerful trading blocs.**

Efforts to adjust Canadian industrial strategy should be guided by objectives set down by the Economic Council of Canada, Pepin said. First, a business environment must be set up to give at least equal opportunity to Canadian companies in relation to foreign competitors. Second, new and improved products that will sell internationally must be produced. Third, more efficient

Jean-Luc Pepin

manufacturing and processing must be used to compete with foreign producers in selected fields. Fourth, Canada must gain better access to foreign markets, as well as pursuing more aggressively those available now. Fifth, output growth must be concentrated on the higher-than-average productivity industries and companies.

Commenting on government's role in the field of industrial strategy, Pepin described the structure as "probably adequate" but added that "the working of it could certainly be improved." He called for greater co-operation and communication between the different levels of government, pointing to the first meeting of industry and commerce ministers held recently as a step in the right direction. Between government and business, he hopes for improvements: ministerial advisory councils; better formal representations to cabinet; relatively easy access to ministers and officials; inclusion of businessmen in "ministerial missions"; consultation on international trade negotiations; and the exchange of personnel, white papers and first readings of Bills to allow discussions. Finally, Pepin urged the CMA to give thought to methods of resolving industry-government problems, following the examples of Germany, Japan, and France.

Alfred Powis

The primary objective of any Canadian industrial strategy, said Noranda Mines President Alfred Powis, is the development of meaningful job opportunities. Powis challenged the CMA to respond to Trade Minister Pepin's call for recommendations on an industrial strategy with constructive and well-thought-out contributions. If not, "we will have only ourselves to blame if we do not like the results. More than that, we will have abdicated a responsibility for helping to produce a better Canada."

Powis expressed his fears that the manufacturing and processing industries are being favoured at the expense of resource development. It is misleading to isolate direct employment created by primary industries from the secondary effect that they have on employment throughout the economy. "Mining is one industry that is frequently presented as an example of a low-employment, capital-intensive resource industry. It is true that mining directly employs only 4 per cent of Canada's workforce. This figure ignores, however, the extremely important secondary effects of the industry's requirements for purchased products and services for its operations. Moreover, critics of the high-capital intensity of the industry ignore the enormous impact of these capital expenditures on the rest of the economy. Altogether it is estimated by government sources that 20 per cent of Canada's labour force depends directly on the operations and capital expenditures of the mining industry."

Resource capital is international, Powis pointed out, and it tends to stay in its own field. If investment in Canadian resources is discouraged, this capital will move into resource development elsewhere and not into domestic manufacturing or services. "The case for deferring or reducing the development of our resources is dangerous." We need a stronger and larger manufacturing base and expanded services if we are to develop the new job opportunities and the increased productivity that are urgently needed. "But in the process of working toward those objectives, is it necessary to exclude from new incentive programs the primary industries that have stimulated the development of a variety of manufacturing and service industries?"

ook reviews

lective Bargaining for University Faculty in Canada, B. L. Adell and D. D. Carter, Industrial Relations tre, Queen's University, Kingston, Ontario; 94 es.

lective bargaining for university faculty may well be most important development in Canadian univer- s during the next decade, according to authors Adell Carter. Dealing in a two-part book with the causal effect factors of collective bargaining, they envisage vo-pier system of bargaining whereby the upper tier sists of negotiations with the provincial governments their agencies, while the lower tier combines an as- iation of universities with a federation of faculty as- iations. The authors, through a survey of respond- s at Canadian universities, feel that strike action ıld be inconsistent with "an academic's commitment eason and argument." Instead, it is concluded that a n of compulsory arbitration might be acceptable if agreement proved impossible. The authors urge a n of "all or nothing" arbitration whereby the final r of one party must be accepted in toto by the arbi- or, though they concede that this conclusion might meet approval by all parties.

Treatment of Seasonal Unemployment Under employment Insurance, Merrill G. Murray, The W. Upjohn Institute, Kalamazoo, Michigan, 84 pages, 25.

employment insurance clauses regarding seasonal mployment need to be revised in order to give a just ribution. This is the finding of the Upjohn Institute earch group after circulating a questionnaire to em- yment agencies in several American states, and ugh this is an American study, its results may also be vant to the Canadian workforce. The questionnaires e sent both to states that do and states that do not e allowances in their unemployment insurance pro- ms for seasonally unemployed workers.

problem examined is that of equitable payments insurance programs for the unemployed by both sonal and year-round industries so that seasonal in- tries are forced to take a proportionate tax load to support people whom they displace. The study deals also with an analysis of workers unemployed because they work seasonal industries, and the proportion of these people who seek other work.

The report concludes with a four-point program to make state programs more equitable and efficient: eliminate provisions that restrict benefit rights of workers in seasonal industries. A 20-week qualifying requirement for benefits should be provided in state laws. This would screen out casual workers who enter the workforce for a limited time only, provide a clear definition of seasonal workers and their availability for work during the time they are receiving benefits, and establish tax redistribution so that highly seasonal employers pay more of their share of the benefit burden.

Continuing Education as a National Capital Investment, by Herbert E. Striner, The W. E. Upjohn Institute, Kalamazoo, Michigan, 118 pages, $1.25.

Continued progress in a modern industrial state depends on the presence of a workforce educated to meet the changing needs of that country. Striner notes the complacence of the United States in accepting a minimal unemployment rate of 4 per cent, whereas several European countries have managed to attain far lower rates.

Choosing Denmark, France and West Germany as examples, he shows how a systematic re-education of unemployed workers can result in lower unemployment. In these three countries, programs have been set up to provide for re-education of workers who are probably unemployable and likely to remain so. The programs include payment for workers while they undergo retraining, and provision of government-run institutes for teaching new skills. Each country's program has a slightly different goal. The Danish plan aims at giving personal involvement and work satisfaction to the aging blue-collar worker who is in a dying profession. The French scheme hopes to provide a technically skilled workforce ready to deal with newly introduced industrial techniques. The German efforts center around maximizing the potential of each worker so that he is working capably at a challenging job.

After surveying the three European plans, Striner lists seven steps to be taken in redirecting efforts toward full employment in the U.S. workforce, among which are enactment of legislation to allow workers to take an education-training program, provision of a National Economic Security Fund to finance this program, and setting up a federal Bureau of Continuing Training to administer retraining.

Adapting to change

In a rapidly changing society such as ours, the pace and frequency of change cannot help but provoke, periodically, a re-examination of fundamental objectives. But there is more to it—man himself is both the cause and the victim of change. The response of man individually, and collectively as well, is a series of reactions the mechanism of which, now known, is being constantly studied in the hope that an ideal solution will finally be found to the many complex and inevitable problems raised by any acceptance of change.

In a recent article titled "Gestion du personnel, la révolution n'a pas eu lieu" ("Personnel Management, The Revolution hasn't Taken Place") (**The Canadian Personnel Journal,** March 1972), Jean Grenier, a personnel management advisor for 25 years and a professor at the Ecole des Hautes Etudes Commerciales de Montreal, reviews the main theories of the human behavioral sciences that in recent years have inspired a hope for a revolution in managerial styles and in management training and development.

He mentions, for example, Robert Blake's and Jane Moutin's Grid Theory, McGregor's X and Y theories, Likert's organization theory and Herzberg's research on motivation; they all demonstrate the advantages of teamwork and participation. They instruct us in an individual's motivation mechanisms and how these can be tied in with the goals of an enterprise. They are useful in helping us fix objectives and in training management personnel. They show us how to overcome resistance to change and enable us to analyse and evaluate both the managerial style and culture of an organization.

Such theories (and there are many others: Reddin, Scott-Myers, Rogers, and so on) have aroused a great deal of enthusiasm and awakened high hopes. But after allowing for the favour such theories have enjoyed, the author of that article can't help pronouncing a bitter judgment on the restricted scope and limited effectiveness of their application.

On the one hand, Grenier cites as a limiting factor the cost alone of implementing any one or more of these theories. He notes that these theories are used to train administrative personnel when business is booming. At the slightest recession, however, if profits tend to drop, these activities are among the first to be dropped. **The author claims that this is so because we do not really believe that the behaviour of individuals themselves can be changed.** He suggests that an alternative might be to place the emphasis on the job itself. In this way it would be easier, through a direct experiment, to examine the results and check changes in behaviour, no longer from an individual aspect but from the standpoint of change and socio-technical development.

e author concludes that we must bear in mind that, if behavioral sciences are valid, the practical result of ir application is the product of a slow evolution. eir value should not be disregarded; rather, any ac- ity in this field should be viewed in relation to a long- m objective.

a recent prospectus, the Centre de Formation et de nsultation (Training and Consultation Centre) of ebec, a private non-profit organization that has been erating for about 10 years in this particular field of ministrative personnel training and organizational velopment, explains how, after testing various oper- ng formulas, it ended up separating administrative rsonnel training as a starting activity from organiza- nal development whose in-depth aim is to co-ordi- e innovations and reorganize enterprises. The pro- ctus states that **the theories in the behavioral sciences ge the soundness and efficiency of an organization by ability to adapt to the requirements of an ever- anging environment.** One or more aspects—objectives rsued, philosophy of management, distribution of rk, authority and so forth—must be periodically re- wed and re-examined. An enterprise that commits it- f to this kind of process while continuing to pursue cific objectives, develops within itself a capacity for f-renewal and innovation.

The prospectus proposes also that CFC counsellors lend their help at two stages: first, at the training stage when knowledge is being acquired and then when a new managerial style is being adopted within the organization. It particularly states that the counsellors' main concern will therefore be with the development of the participants' skills and the setting up of mechanisms that will help the organization to acquire a new capacity for diagnosing and solving its problems by itself. But it is further stated that such a program cannot be operated unless satisfactory attention is paid to each of the following points: active participation of senior management; full and complete responsibility for the program in the hands of the line managers; re-examination of the organization's present situation; a favourable climate within the organization; availability of resources; and, for a period that may extend from three to five years, sustained efforts along the desired lines.

It is relatively easy to see the concern for the training and development of human resources and how it affects all sectors of human activity. There is concern for the employee's development, his occupational training, his access to the most recent discoveries, and his reaction to various questions of discipline. Every means is being used to keep employee morale as high as possible, and compatible with the most demanding standards of per-

formance and efficiency. It is readily understood that such an effort is both widely dispersed and highly individualized—made-to-measure according to the needs of the groups, businesses and associations requiring it.

If, for the purposes of this study, we attempted to estimate the number of agencies, individuals, and businesses interested in this type of activity, it would be impossible to list them. This was, in fact, the conclusion the Canadian Institute for Adult Education had to come to when, after its 1971 general meeting, it undertook, at its members' request, to draw up a directory on personnel training in business, one of the priorities of its 1971-72 program of activities. A questionnaire was sent to all institutions, businesses or individuals that either directly or through movements, institutions or universities offer training programs. By late 1971, most of the questionnaires had been returned and completed, supplying interesting information on a wide range of available programs and resources. This was limited exclusively to Quebec; it will possibly be supplemented by a directory of similar organizations in English-speaking Canada and even in the United States.

The CIAE directory will be widely distributed among all those interested in administrative staff training, personal development and personnel management in both private and public enterprise. By pooling available resources, it wants to make all useful and relevant information available to as many people as possible.

Hydro Québec

In big business, because of the relative size of the amounts invested and the number of persons involved in the various programs, there is a definite effort to keep up with highly advanced new theories in development and training. **At Hydro Québec, in the training and development service of the personnel branch, personnel are provided with both the fullest information possible and the most advanced methods for assimilating it.** In addition to technical courses, necessary in a public utilities company, the training and development service endeavours to assist its administrative staff in co-ordinating managerial attitude and styles, employee motivation, performance and efficiency.

One series of courses in particular is based on the work of Professor Gilles Auclair of the Ecole des Hautes Etudes Commerciales de Montreal. This course attempts

establish an atmosphere of confidence between indi-
uals and groups in order to stimulate co-operation
d solve differences through negotiation at the various
els of responsibility, rather than through suppression
d arbitration. Andre Pilon, Chief of Training and De-
opment, said that the program, inaugurated in 1967,
o be gradually extended to all levels of the company,
m the very top echelons of senior management down
those responsible for production efficiency and per-
mance. The courses are given at the Val-Morin
ining Centre to groups of not more than 15 persons
a rate of about 300 to 500 persons a year. It will take
m five to eight years before all the administrative
sonnel have been exposed to these courses.

we have the full support and blessing of Hydro Qué-
's senior management regarding our teaching," Pilon
d, "the fact nonetheless remains that new methods
d procedures in the company are treated with cau-
n. This is undoubtedly due more to the complexity of
company's ever-changing operational machinery
n to a lack of effort and drive on the part of
ividuals."

ta of this kind are not readily measurable; it is diffi-
t to make an empirical evaluation at Hydro Québec.
in many other businesses where training and devel-
ment are employed, it is relatively easy to conduct
work and measure the results at the very top admin-
ative echelons and even at the middle-management
el, but it becomes less so with persons on the lower or
levels of command. He explained that this was un-
ubtedly due to the fact that at this level they have
le or no practical experience in management and ad-
nistration, and therefore these persons are naturally
re mistrustful, more hostile and less inclined to ac-
ot change in any form.

countering resistance to the theories advanced by its
perts, the Ford company, for example, proposed a
es of familiarization courses (union relations, social
d other benefits) for its employees; these courses
dually led to and paved the way for a climate of
re favourable exchanges mutually advantageous to
h parties. "For this reason," added Pilon, "at Hydro
ébec we prefer to admit to our development courses,
ministrative personnel who have already become

somewhat accustomed to their role, rather than persons newly appointed to their positions. We impose no restrictions, however, as to age, education or salary of the persons concerned."

Public Service of Canada

Adapting administrative staff and managers to this new concept of management training appears to be a relatively new concern of the Public Service Commission of Canada. In the **Report of the Royal Commission on Government Organization** (The Glassco Commission) published in 1962, appeared this eloquent testimony: **"The knowledge being made available to managers today by social scientists and the increasing body of experience in commerce and industry have scarcely bee tapped."** Nevertheless, relatively new as it may be, th experiment on the part of the Public Service, because o its vastness and variety, is regarded today as one of th most advanced and comprehensive in Canada.

Before the Glassco Commission Report and the Heene Report before it (December 1958) on personnel admin istration in the Public Service, there were, of course, re ports on the work of researchers and their findings; bu in public administration, emphasis had been place mainly on efficiency procedures and methods. For ex ample, the rules for efficient management had been co dified with a great deal of authority—individual re sources and any latitude for individual good judgmen being almost systematically overlooked. Who can forge the 35 volumes of procedures in force at the Unemploy ment Insurance Commission alone, which allowed th staff no—or very little—opportunity for initiative an which, with an immense array of explanations, provide for every imaginable case possible? It must be adde that this had contributed to caricaturing the public se vice as a fossilized institution.

With reference to different managerial styles, the '50 had ushered in the criteria of the Golden Rule as pre pounded by the celebrated Dale Carnegie; the effe tiveness and techniques of manipulation were no longe being ignored. After the Glassco Commission Repor and especially after Prime Minister Trudeau came t power, the concept and application of new managemen principles became increasingly apparent, calling o various participation and consultation processes. Then was a growing contribution by Parliamentary Com mittees. Legislative texts were no longer being couche in detailed descriptions of duties, but tended to give th manager leeway in the exercise of his managerial duties. Seven or eight years later, in response to th Glassco Commission's wish that personnel be ac quainted with the goals, problems and achievements o departments and services, it was decided to implemen the Planning, Programming and Budgetary Syste (PPBS), respecting financial programs, and Manage ment by Objectives (MBO), respecting personnel man agement programs.

First introduced on an experimental basis in the wake of other experiments attempted elsewhere without too much planning, these two systems have received, since 1971, extended official approval by Treasury Board, which slowly and systematically had them become identified with the programs of all federal departments and agencies. Even more, because of the influence of new ideas in the field of management, it seems that the transferring from one discipline to another of principles and rules that have successfully stood the test elsewhere is now considered valid practice. The concept in management is adding a new dimension to the often commonplace realities of administrative operations; **it excites the imagination, stimulates initiative and opens the door for the very best in consultation and participation.**

Adapting to the circumstances of the times must be the prime preoccupation of a government and its Public Service. In a speech he delivered recently before the press in Toronto, Prime Minister Trudeau asserted this preoccupation. "To bridge the gap between tradition and heresy is a formidable undertaking whose success may perhaps serve as one of its criteria for judging governments. Maybe it is just as dangerous to forget its point of departure as it is to proceed without the tools to perfect it. The Government's role is all the more difficult because it must be both one of the agents of change and the protector of the past and the present."

In terms of co-ordination and training and development programs, the Public Service makes many courses available to its employees, which are offered at its Training Centre, Place de Ville in Ottawa, or at one of its various regional centres located at Touraine, Kemptville and Carleton Place. In all, the Training and Development Branch of the Public Service Commission (not including the language courses that come under its bilingualism programs) offers 98 different courses, at least a third of which are available in French. Other courses in French are being drawn up and will eventually be added to the curriculum of forthcoming sessions.

Training and development as pursued by the Public Service Commission are essentially directed toward two objectives: **to enable public servants to achieve maximum efficiency through a better organization of work, which is the traditional approach to training, and to help them realize personally their full potential, an incentive for personal development through the group.** Constantly on the lookout for new formulas, the commission is also examining the scope and, indeed, the effectiveness of the

new formulas such as those of the Institut de suggestologie (research work conducted in Bulgaria) and the Alpha Dynamics of Motivation Research Inc., of Houston, Texas.

The Public Service Commission has set up a series of administrative personnel upgrading courses ranging from an introduction to public administration techniques to the development of managerial styles, based on the most advanced philosophical concepts of the hu-

man sciences. It also administers the Career Assignment Program (CAP) whose long-term aim is to ensure replacement of the upper ranks of senior management by candidates who, in the short term, have been recognized and deemed capable of assuming increasing responsibilities.

Although it is recognized that the Public Service Com mission must receive senior management's full encou agement, that goes beyond a mere statement of pri ciples, an affirmation such as the one made by t Economic Council of Canada in its **Eighth Annual R view, Design for Decision-Making,** brings to light a co

ain shortcoming. "Formal training of this relatively small and exceedingly, busy group of people involves difficult problems. The people who would most benefit by further, and continuing training are the very ones who, by and large, do not have time for courses." This last problem however, is not unique or peculiar to the Public Service of Canada. In fact, this situation is inseparable, generally speaking, from the exercise of power and authority. As a corollary, and inversely, the persons most available and best suited to take training courses are not necessarily those who will be called upon to exercise authority and to implement the programs. They will not be required to adapt to change: they will be subjected to change in any event, and will of necessity have to adjust.

It follows, first of all, that in his daily activities, man interchanges but does not weaken, the same attitudes and the same preoccupations that constitute the regular habits of his various behavioral patterns. The reality of the changes to come is evident everywhere. It provokes shock, conflicts and various kinds of opposition in all areas. It calls forth every effort to adjust. And it is thus, in the last analysis, that development and progress come about. Everything passes, everything changes, everything is reshaped. Nothing is nor ever will be the same, except for the reality, the persistence, the very stability of change. To this ever-changing reality, man, whether individually or collectively, applies all the resources of his ingenuity, the power of his intelligence and the inventiveness of his imagination.

As we have just noted, man does not have only one answer to the reality of change, but a wide range of answers, so that we can speak of it as a multiplication, a host of different ideas, attitudes and behaviours. Furthermore, it is extremely interesting and instructive to note how carefully the systems and solutions proposed within the theory are adapted, ready made, to the groups and even individuals concerned, combining the efforts of one with the achievements of others.

We must recognize the fact that this concern for giving real and structured assistance to the managerial personnel of the administration, for example, seems in the final analysis to be a recent preoccupation in the business world and in the different spheres of human activity. Conversely, if only the number of such responses and the many experiments are taken into account, it is certainly not easy to determine which of those experiments offers the best and most effective solution to all the problems and all the situations created by adaptation to change.

Laurent Belanger, professor with the Department of Industrial Relations of Laval University and one of the CFC's spokesmen in Québec, said that it is not a question of our being unable now to measure the effectiveness of each of these approaches or training methods, the more so that their number may, quantitatively, pose a problem; at the present time we have all the useful and necessary tools for doing so. There has not yet been any great attempt to evaluate, at least empirically, the performance and actual contribution of each of these measures.

The fact is that in terms of real impact on the work environment, it is in the testing that the effectiveness of the fine theories of the human sciences concerning adaptation to change will be recognized. In terms of actual change, adaptation to specific situations, acceptable modifications in behavioral patterns, therein would lie the contribution of those theories and the results of their influence.

Only one conclusion can be drawn: the response to change does not lie in science or in business, but in man alone, as an individual. This response is, and presumably always will be, up to him. It is in himself, in the inner depths of his living resources that man will always find the response to the changes confronting him.

In conclusion, it is interesting to reflect on this thought advanced by Walter J. Reddin, one of the foremost authorities on human behaviour. "To manage is first and foremost to be effective. A good administrator, a good manager must be effective; that is his sole concern, and thereby also is his administration measured."

Labour facing greatest challenge

Part 2

About 1,700 delegates attended the 9th Constitutional Convention of the Canadian Labour Congress in Ottawa during May. The first part of this report was published in the August issue of The Labour Gazette. The following are a number of resolutions passed at the convention:

Convention approval was given to a Social Security Committee proposal that severance or vacation pay should not disqualify unemployment insurance claimants from benefits. Further recommendations approved called for: reduction of the waiting period for unemployment insurance benefits to two weeks; payments to the UIC while drawing workmen's compensation; re-establishment of certain closed UIC offices; a contribution period of 20 weeks over three years for ex-offenders; and appointment of active unionists to UIC boards. Regarding health service programs, the convention ask governments to develop community health centres preventive care, start a training program for pa medical personnel, and act on the recommendations the Royal Commission on Health Services.

Another resolution called for a basic old age pension $150 monthly, reduced eligibility for full pension fr 65 to 60 years over a five-year period, an increas guaranteed income supplement to $75 monthly, an periodic review to adjust pensions to improvements living standards. Unions were also urged to give orga zational experience to the poor and aged to help so some of the urgent problems of these groups.

A substitute resolution asking governments to raise the minimum wage to $2.50 an hour was passed by the convention. The resolution also sought provision for escalation of the minimum wage in relation to rises in the Consumer Price Index. A resolution calling on the Canadian Labour Congress to "mount a campaign to urge all its affiliated organizations to press vigorously for a workweek comprising 32 hours made up of 4 days of 8 hours each" was referred back to the Legislative Committee after being discussed on the floor. The committee was asked to consider suggestions relating to a shorter workday in addition to those for a shorter workweek.

A multiple-point resolution on housing calling for public ownership of urban land to remove speculation, more government money to be made available to finance house-building, removal of the 11 per cent building material tax, and an increase in the supply of low and middle-income housing was approved by delegates. Establishment of a CLC task force on public housing was also recommended by the committee.

Regarding technological change, the committee endorsed the Freedman proposals contained in the Canada Labour Code amendments and urged the Government to pass the bill without bowing to big business pressure for changes. Provincial federations were encouraged to press for amendments related to technological change in provincial statutes.

The committee also presented resolutions that repudiated compulsory arbitration as a substitute for the right to strike, called for a national program on pollution control, and pressed for exclusion of foreign fishing from Canadian territorial waters as soon as possible.

The Human Rights Committee submitted several resolutions to the CLC convention that were ratified during the session. One resolution called on the federal Government to amend the Canada Fair Employment Practices Act and the Public Service Employment Act to prohibit discrimination on the basis of political beliefs." The principle of equal opportunity for women and equal pay for work of equal value was included in another resolution. It was further urged that affiliated unions and their locals hold to these principles in collective bargaining sessions. Removal of abortion from the Criminal Code, extension of public education on birth control, and adequate sex education and family life programs in school were also endorsed as goals of the CLC. Lastly, the committee requested in its report the removal of age limit specifications from advertisements for employment.

A resolution calling on each local of CLC-affiliated unions to "affiliate with the New Democratic Party and assist in its various activities in the area in which the local is situated" was passed by convention delegates. A further resolution urging CLC member unions to "mobilize the fullest possible support in the election for the New Democratic Party from coast to coast" was also approved.

In addition to submitting a general economic policy statement, the economic committee submitted a number of resolutions based on that statement as well as two other documents that it had compiled: a policy statement on foreign investment and ownership, and a statement on energy. Many of these resolutions called on the Congress to press governments for policies that would decrease unemployment in Canada. Other resolutions asked that: the 12 per cent excise tax on Canadian automobiles be repealed; no agreements be made to sell Canadian water supplies; and quotas be imposed on industries that, by importing, are creating unemployment among Canadian workers.

A 6-point resolution calling for a fully independent Canadian auto industry under public ownership was defeated at the convention. The resolution, intended by UAW Local 1005 in Hamilton, was presented to protect the Canadian auto industry against possible U.S. abolition of auto pact safeguards. Non-concurrence was moved by the committee because of the "impracticability" of the resolution.

Wage controls were denounced, protection of the Canadian publishing industry requested, and a new winter works program called for in other resolutions. Expansion of CN and CP Rail on the basis of public need rather than on the basis of profit was also demanded. Energy resolutions pressed for government emphasis on development of industry rather than resource exploitation, institution of a national energy policy that assures Canada's control of her own resources, and transport of Canadian raw materials in Canadian ships with Canadian crews.

Price indexes

Consumer, May

The consumer price index (1961 = 100) advanced 0.1 per cent to 138.3 in May from 138.2 in April, and was 4.2 per cent higher than in May 1971. The food index declined 0.7 per cent, and all other components increased. The housing index rose 0.4 per cent and the health and personal care and recreation and reading indexes each advanced 0.7 per cent. The clothing and tobacco and alcohol components increased 0.3 per cent and a 0.2 per cent advance was registered in the transportation index.

The food index fell 0.7 per cent to 137.4 from 138.3 mainly because of price declines in Montreal and Toronto. The price level of food consumed at home decreased 0.8 per cent; food eaten outside the home rose 0.7 per cent. Dairy, bakery and cereal products, and some other foodstuffs were the main contributors to the decline in the average price of food at home. The bakery and cereal index decreased 1.0 per cent because of special prices for bread, cake mixes and a variety of other such products in Montreal and Toronto. T price of butter, cheese, powdered and evaporated m and ice cream also declined, but fluid milk increased price as higher quotations were registered in Vancouv and Winnipeg. Fruit prices, on average, rose 2.9 p cent, an increase similar to the seasonal average, b much less than that recorded between these two mont last year. Vegetable prices advanced 0.9 per cent, b were 2.0 per cent below their level of a year ago. T meat, fish and poultry index moved up 0.3 per cen pork prices rose 1.0 per cent and poultry quotations i creased 1.3 per cent; beef prices declined 1.0 per ce Since May 1971, the meat, fish and poultry index ro almost 12 per cent, pork and poultry prices 19 per ce and 18 per cent, and beef prices almost 8 per cent. E prices advanced 2.4 per cent, but were 2.5 per cent b low their level of May 1971. Among other food item sugar prices continued to decline, but were still mo than 20 per cent higher than a year earlier. Some oth foods that recorded price decreases were ground and i stant coffee and peanut butter. In the 12 months to M 1972, the food index advanced 5.6 per cent as did two components—food consumed at home and resta rant meals.

The housing index advance of 0.4 per cent to 142.2 fro 141.6 was caused by a 0.7 per cent increase in the she ter component chiefly because of higher prices for ne houses and increased repair charges. Rents rose slightl There was no change in the household operation com ponent as furniture prices rose 0.2 per cent and quot tions for floor coverings, on average, declined 0.4 p cent. Lower (sale) prices were registered for a numb of household supplies including light bulbs, toilet pape floor wax and detergents. In May 1972 the housing in dex was 4.5 per cent above its level of a year earlier.

The clothing index rose 0.3 per cent to 131.5 from 131. because of price increases in men's wear, 0.5 per cen footwear, 0.6 per cent and children's wear, 0.2 per cen Among men's wear items, higher prices were recorde for suits, topcoats, trousers and sweaters. This was be cause of the removal of earlier sale prices. An increas in the price of footwear resulted from higher quotation for men's, women's and children's shoes in severa cities. Higher prices for boys' slacks and sport shirt and girls' cotton dresses were mainly responsible for th increase in the children's wear component. There wa no change in the women's wear index as sale prices fo spring coats and cotton dresses offset higher prices fo underwear and some other items. Between May 197 and May 1, 1972, the clothing index rose 2.5 per cent.

he transportation index advanced 0.2 per cent to 133.2 om 133.0 and was 2.5 per cent higher than a year ear- er. An increase of 0.2 per cent in the automobile oper- ion component resulted from slightly higher new car id gasoline prices. The price level for local public ansportation rose 0.8 per cent because of advances in lontreal and Toronto taxi fares.

he health and personal care index advanced 0.7 per nt to 149.0 from 148.0 mainly because of a 1.1 per nt increase in the personal care component. Health re rose 0.1 per cent as a result of higher prices for me pharmaceuticals. Higher prices for men's haircuts id women's hairdressing charges in several cities were ainly responsible for an increase of 1.8 per cent in per- nal care services. Increased prices for toothpaste, face eam and cleansing tissues were responsible for an in- ease of 0.2 per cent in toiletry items.

he recreational and reading index advanced 0.7 per nt to 139.2 from 138.3, and was 2.7 per cent higher an in May 1971. Motion picture admission charges se 3.3 per cent because of higher prices in a number f cities including Montreal, Toronto and Vancouver. rices of toys and games increased 1.2 per cent. Camera lm and processing charges declined 0.9 per cent.

he tobacco and alcohol index advanced 0.3 per cent to 32.5 from 132.1, mainly because of tax increases on to- acco products in Manitoba and scattered price in- eases for cigarettes and cigarette tobacco in other arts of the country. The index was 3.3 per cent higher an in May a year ago.

onsumer price index items, classified by commodities id services, give another view of the incidence of the ange in prices. The services index advanced 0.7 per nt between April and May with higher prices for ovie admissions, men's haircuts and women's hair- ressing and increased taxi fares. The total commodities dex fell 0.2 per cent because of the decline in food rices. The index for non-durables excluding food rose 0.2 per cent mainly because of higher prices for clothing, tobacco, toys and games; durables advanced 0.1 per cent owing to slightly higher new car and furniture prices.

City consumer, May

Between April and May, the consumer price index (1961 = 100) increased in eight regional cities and city-combinations, declined in two and was unchanged in two. The movements ranged from an increase of 0.5 per cent in Edmonton-Calgary to a decrease of 0.3 per cent in Ottawa. In the all-items index mixed movements reflected advances and declines in food components ranging from an increase of 1.2 per cent in Edmonton-Calgary to declines of 1.1 per cent in Ottawa and 1.3 per cent in Toronto. The housing index rose in nine cities, reflecting increased rents and higher prices for some home furnishings. Clothing components also increased in nine cities as many apparel items reverted to regular prices following spring sales. The transportation index advanced in eight cities as slightly higher prices for new cars were registered in most centres. Health and personal care components rose in 8 cities, mainly because of increased prices for some pharmaceuticals and higher charges for men's haircuts and women's hairdressing. Increased prices for camera films including processing, toys and games and cinema admissions were responsible for the advances in the recreation and reading index in 9 of the 12 regional cities. The components for tobacco and alcohol rose in 5 cities and were unchanged in 7.

Regional consumer price index point changes between April and May were: On the base 1961 = 100: Edmonton-Calgary +.6 to 132.6; St. John's +.5 to 128.0; Winnipeg +.5 to 132.4; Halifax +.3 to 130.2; Saint John +.3 to 129.8; Montreal +.3 to 130.7; Vancouver +.2 to 131.8; Toronto 133.4 (unchanged); Saskatoon-Regina −.2 to 127.1; Ottawa −.4 to 134.7. On the base 1969 = 100: Thunder Bay +.1 to 107.1; Quebec City 107.0 (unchanged).

City indexes are not as comprehensive in price content as the Canada consumer price index and may underestimate slightly the degree of price movements occurring. In this connection, the shelter component of the city indexes moved on the basis of changes in rents only; changes in both rents and home-ownership costs are included in the Canada index. Because home-ownership costs have increased more rapidly than rents, the housing and all-items indexes for cities have tended to

underestimate somewhat the rates of price increase, particularly over longer periods. Statistics Canada may ultimately incorporate home-ownership prices in city indexes.

Wholesale, May

The general wholesale index (1935-39 = 100) increased 0.6 per cent in May to 305.3 from the April index of 303.4 It was 5.9 per cent higher than the May 1971 index of 288.3. Seven major group indexes were higher, and one declined.

The animal products group index rose 2.2 per cent to 369.0 from 361.2, mainly on higher prices for livestock, fishery products and leather. Higher prices for raw cotton and raw wool were mainly responsible for an increase of 0.8 per cent to 277.6 from 275.5 in the textile products group index. Smaller advances were register for five major group indexes: non-metallic mine products to 232.5 from 231.6; non-ferrous metal pr ucts to 265.5 from 264.6; vegetable products to 23 from 238.6; wood products to 422.3 from 422.0 and ir products to 323.0 from 322.7. The chemical produ major group declined 0.2 per cent in May to 244.4 fr the revised April index of 245.0.

U.S. consumer, May

The United States consumer price index (1967 = 1 rose 0.3 per cent to 124.7 in May and was 3.2 per c higher than a year earlier. The increase was the sa both before and after adjustment of the statistics to count for normal seasonal movements in some pric Average food prices, at 122.3, declined slightly, 0.1 p cent, but there was a large increase of 0.6 per cent non-food commodities. The prices of services advanc 0.2 per cent.

Public service disputes

Speed-up of dispute settlement and bargaining negotiations is a major improvement needed in public service disputes. Speakers Russell Steward of the Treasury Board and Claude Edwards of the Public Service Alliance agreed on this point at a session of the Canadian Industrial Relations Research Institute meeting held in Montreal on June 22 and 23.

Despite the fact that the federal Public Service Staff Relations Act unexpectedly granted public servants the right to strike, Steward cited the paucity of strikes among public employees as proof of the good faith of unions in the public sector. He did, however, outline areas where conflicts have arisen. A speed-up in negotiations is needed to deal with disputes, he said. T Treasury Board is often held up by failure of bargainin agents to submit information needed in negotiation Other causes of slow bargaining or delays in settleme include outdated data and the problem of too many l cal matters being raised at the bargaining table.

Two other factors that have complicated and pr longed settlements in Public Service agreements ha been the exclusion of certain workers and pay-scale r lativities. Applications for exclusion involving personn moving from labour to management positions ha

ıused lengthy delays because such applications often ıust be considered individually. Local matters are of-ın introduced in higher bargaining sessions, forcing ɔss of valuable time on relatively unimportant parts of ı agreement.

teward indicated that the Treasury Board is having roblems finding qualified adjudicators to hear disputes ı the Public Service. A training program may soon be ıstituted, but until that time, there will continue to be a ıortage of qualified arbitrators in public service areas. ı response to a question, Steward advocated regional ay rates for job classifications in which there is low mo-ility. He maintained that a regional pay scheme would llow the Government to be more competitive in the igher pay areas of the country. He noted also that the igh degree of job security in the Public Service should e taken into account where lower pay scales are in ef-ect for government employees than in outside indus-ies. Answering another questioner who thought that ıe Pay Review Board should be independent of gov-rnment, Steward said that the Treasury Board has no reater access to Review Board statistics than do the nions.

laude Edwards of the PSAC noted that five years ago e went on record as saying that the federal Public Ser-ice Staff Relations Act was a good piece of legislation. hough he still feels the Act is a good one, Edwards ould like to see it updated. Agreeing with Steward that speed-up in negotiations is to be striven for, Edwards redicted that quicker settlements would come out of ıore mature bargaining in the future. Edwards de-ared that **the upcoming third round of negotiations ince enactment of the Public Service Act would see a rastic decrease in the number of negotiating points put orward by the PSAC as its part in enabling a quick con-ract settlement.**

dwards also pointed out problems posed by across-ıe-board wage increases. Such blanket raises do not ecognize changes in relative job salaries that may have ccurred in other sectors during the lifetime of the pre-ious agreement. A new agreement should, he said, take ote of new wage rates introduced in industries and ther branches of government, then incorporate these ıanges rather than create inequalities by merely reas-erting wage differences that may have become obsolete uring the period of the agreement.

An important change Edwards would like to see in the Public Service Act is the enlargement of areas in which negotiation is allowed. Currently, settlements are restricted to four areas by the Act—standards of discipline, leaves and holidays, hours of work, and rates of pay. Any points brought up by public service bargaining agents in other areas are ruled non-jurisdictional by the Public Service Staff Relations Board. **Issues that the PSAC would like to negotiate but that have been ruled non-negotiable include job security, severance pay, identification of deductions, employment of temporary or part-time help, performance pay, copyrights on documents, duration of agreements, and crossing of picket lines.**

Earlier this year the PSAC presented a brief to the Bryden Commission asking for extension to negotiating areas covered in the federal Public Service Staff Relations Act. Though no report has yet been made by the commission, Edwards hopes that some changes will come about to give greater negotiating power to unions within the Public Service. Regarding the Public Service Staff Relations Board, Edwards said that although he admires Chairman Jacob Finkleman, the Board is currently incapable of handling the number of disputes it is called on to examine. This failure, Edwards charged, is partly caused by a shortage of full-time members on the Board, plus the fact that the federal Government has not been filling vacancies as they occur.

In reply to a questioner, Edwards said that data supplied to the Department of Labour from shops having as few as 20 members are inapplicable in bargaining with a large-scale employer such as the federal Government. He urged that only pay scales from 50-man shops or over be used for comparisons with similar classifications in government. Asked whether he would like to see the Pay Review Board independent of the Government and partly financed by the unions, Edwards said, "I am perfectly happy with the way the Pay Review Board is at present financed." Questionned whether he thought it advisable for the Public Service Alliance to get involved in disputes between public servants and politicians, Edwards said, "If ministers make sweeping statements about public employees, they can expect to hear action from the public employees' unions."

General topics

Employment review

There was a small decrease in employment between April and May. The level was 8,279,000. A year ago, the level of employment was 8,022,000. Among women 25 years of age and over, employment declined 22,000; among men in that age group, it decreased by 7,000. Persons aged 14-24 showed an increase of 13,000 in employment. There was a decrease of 37,000 persons in full-time work, and an increase in part-time work of 10,000. Regionally, there were increases in Québec and Ontario; declines occurred in other regions.

Unemployment. The level of unemployment increased to 544,000 in May from 510,000 in April. A year ago it was 536,000. There were increases in unemployment among persons in the 14-24 age group and among men 25 years of age and over. Women aged 25 and over showed little change in the level of unemployment. All regions with the exception of the Prairies showed an increase in the unemployment level.

Unemployment rate. The unemployment rate increased from 5.8 in April to 6.2 in May. A year ago the rate was 6.3. For persons 14-24 years of age, and men 25 years old and over, the rate increased. It was unchanged for women aged 25 and over. Regionally, the largest increases in the rates were in the Atlantic region and British Columbia with smaller increases in Québec and Ontario. The Prairies showed little change.

Participation rate. The participation rate, at 56.2, was unchanged from April. In May 1971, the rate was 55.7. In the main age-sex groups, only persons aged 14-24 showed any noticeable change in participation between April and May, an increase of 0.4. Regionally, Québec and Ontario showed increases, whereas the other regions recorded decreases.

Unemployment insurance report

During May 1972, 26,923 investigations were finaliz across Canada. Of these, 14,011 were on-premises i vestigations and 2,101 were selective investigations verify the fulfilment of statutory conditions. The r maining 1,643 formal investigations and 9,168 post a dit investigations were in connection with claimants s pected of making false statements to obtain benefi Punitive disqualifications as a result of claimants ma ing false statements or misrepresentations number 3,624. Prosecutions were begun in 98 cases, all agair claimants.

September credits

Certification before the CLRB, p. 488, is prepared l the Employee Representation Branch of the Depar ment of Labour, and covers proceedings under the Ca ada Labour Code, Part V, involving the functions of t Canada Labour Relations Board, for which the Er ployee Representation Branch of the Department is t administrative agency.

Conciliation before the Minister of Labour, p. 491, orig nates with the Conciliation and Arbitration Branch the Department of Labour, and covers proceedings u der the Canada Labour Code, Part V, involving the a ministrative services of the Minister of Labour and t Conciliation and Arbitration Branch of t Department.

Photos. NFB: Cover, p. 450, 461, 473, 474, 475, 47 Murray Mosher: p. 451, 452, 480, 481. Thomas Stud (Ottawa) Ltd.: p. 455. The Public Archives of Canad p. 456. Gilbert A. Milne & Co. Ltd. Photography, T ronto: p. 463. Richard G. Proctor Photography Ltd Edmonton, Alta.: p. 465, 466, 468, 470. CN Photo: 496.

The authorship of an article in the April 1972 issue **The Labour Gazette** was inadvertently omitted from th "General Topics" section, where credits are customaril listed. The article, "Changes in Provincial Social Assis ance Legislation in 1971," appeared on p. 185, and wa prepared by the Welfare Research Division, Depar ment of National Health and Welfare.

Correction

Three errors appeared in the August Labour Gazette o page 417: paragraph 2, line 10 should read "Cana dians"; line 13 – "(Table 5)"; paragraph 3, line 14 "international."

Legal decisions

he Ontario High Court refused to have an order of a oard of arbitration quashed, or referred back to the oard to be dealt with further. The motion was brought n the ground that the Board had usurped the right of anagement to promote, and had therefore acted with-ut jurisdiction. The union submitted that the Arbi-ation Board had the power and authority to finally de-rmine the issue between the parties, and by necessary nplication had the authority to make the award.

he facts of the case are as follows: The company and ie union had a collective agreement by which the nion was the representative of office, clerical and tech-ical workers. During the term of the agreement, a va-ancy occurred for a senior payroll clerk for which three pplications were made. The company selected one of ie applicants and appointed him to the position. As a esult of the appointment, one of the unsuccessful appli-ants submitted a grievance which was heard by the oard of Arbitration.

Jnder the collective agreement, the company had the xclusive right and power to direct the working forces, ncluding the power to promote employees. In cases of romotions to fill vacancies, the company was to con-der two factors in determining which employees were o be promoted: (a) seniority, and (b) the requirements nd efficiency of operations, ability, knowledge, training nd skill of the individual to do the job. When, in the idgment of the company, two or more employees had qual skills, seniority would be the governing factor in election for promotion. In considering the quali-cations of the applicants, the company's judgment was ot to be exercised in an unfair and unreasonable anner.

Based on the evidence, the Board held that, while the grievor and the applicant who was promoted to the position were of equal skills, the grievor had more seniority—a factor which the company did not take into consideration. The judgment exercised by the company in this respect was found to be unfair and unreasonable and it was ordered that the grievor be placed immediately into the position as payroll clerk.

The Court refused to quash the award. The Court pointed out that the granting of the exceptional remedy of certiorari or an order in lieu thereof was a matter for the discretion of the Court. In certain cases, the Court may refuse to exercise its descretion, even though a board may have acted without jurisdiction. In this case, the Court refused to exercise its jurisdiction in favour of the applicant for two reasons: (1) that the majority of the Board found that the company had exercised judgment in an unfair and unreasonable manner, and in violation of the collective agreement; and (2) the Board indicated that the person who exercised that judgment on behalf of the company had been less than candid in his evidence before the Board. It was held that the process of the Court should not be available to an applicant who had conducted itself in such a fashion. (Falconbridge Nickel Mines Limited v. United Steelworkers of America et. al. Ontario High Court, April 17, 1972, CLLC 14, 126).

Certification

The Canada Labour Relations Board met for three days during June. The Board granted nine applications for certification, permitted the withdrawal of five, and rejected one. One application for revocation of certification was granted and one request to the Board to vary its decision establishing two separate units of employees was denied. The Board received 17 applications for certification, one for revocation, and three requests for review.

Applications for certification granted. Teamster Locals 31 and 362, International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America, as the bargaining agent on behalf of a unit of employees of Loiselle Transport Limited, Vancouver, B.C. comprising lease operators. A representation vote of the lease operators was taken to ascertain their wishes. (The application had been granted in respect of a unit of regular employees—see LG, May, p. 252). (See request for review below).

Teamster Locals 31 and 362, International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America, on behalf of a unit of employees of Shorty's Transport Ltd., Calgary, Alta. comprising drivers including drivers of road haul equipment leased by the company from the owners thereof but excluding the owner-drivers. The application was rejected in respect to the unit of owner-drivers found to be separately a propriate by the Board because it was not supported a majority of the owner-drivers eligible to cast ballots the representation vote conducted by the Board. (L June, p. 309).

General Truck Drivers' Local 938, International Brot erhood of Teamsters, Chauffeurs, Warehousemen ar Helpers of America, on behalf of a unit of drivers ar mechanics employed by Kraus Transport Limited, Re dale, Ont. (LG, May, p. 253).

Transport Drivers, Warehousemen and Helpers' Unio Local 106, International Brotherhood of Teamster Chauffeurs, Warehousemen and Helpers of Americ on behalf of a unit of drivers and garage mechanics en ployed in the Abitibi Division of Voyageur (1969) Inc Montreal, Que. The Canadian Brotherhood of Railwa Transport and General Workers intervened to conte the application. A representation vote was conducted b the Board with the names of both unions on the ball (See applications rejected below). (LG, July, p. 37 Aug., p. 438).

United Brotherhood of Carpenters and Joiners America, Local 1325, on behalf of a unit of carpente employed by A. V. Carlson Construction Ltd., Edmor ton, Alta., and working in the Northwest Territorie (LG, July, p. 376).

United Brotherhood of Carpenters and Joiners America, Local 1325, on behalf of a unit of carpente employed by Bird Construction Co. Ltd., Edmonto Alta., and working in the Northwest Territories. (LG July, p. 376).

Public Service Alliance of Canada on behalf of a unit o employees of Great Lakes Pilotage Authority, Corn wall, Ont. (LG, July, p. 376).

International Brotherhood of Electrical Workers, Loca 230, on behalf of a unit of clerical employees of Victori Cablevision Ltd., Victoria, B.C. (LG, Aug., p. 439).

International Brotherhood of Electrical Workers, Local 230, on behalf of a unit of technical employees of Alberni Cable Television Limited, Port Alberni, B.C. (LG, Aug., p. 439).

pplication for certification rejected. Canadian Brothhood of Railway, Transport and General Workers, pplicant, Voyageur (1969) Inc., Montreal, Qué., reondent, and Transport Drivers, Warehousemen and elpers' Union, Local 106, International Brotherhood Teamsters, Chauffeurs, Warehousemen and Helpers America, intervener (Abitibi Division). The applition was rejected because it was not supported by a ajority of the employees eligible to cast ballots in the presentation vote conducted by the Board in which e names of both unions were on the ballot. (LG, July, 376, Aug. p. 438).

pplications for certification withdrawn. International ongshoremen's Association, Local 1976, applicant, nd Henderson Lumber Co. Ltd., Mulgrave, N.S., reondent. (LG, June, p. 311).

nternational Longshoremen's Association, Local 1976, pplicant, and Williams and Simpson's Co. Ltd., Mulrave, N.S., respondent. (LG, June, p. 311).

ancouver-New Westminster Guild 115, The Newsaper Guild, applicant, and Moffat Broadcasting Ltd., Station CKLG), Vancouver, B.C., respondent. (LG, ug., p. 439).

lational Association of Broadcast Employees and echnicians, applicant, Orillia Cable TV Limited, Orilia, Ont., respondent (technical employees) and Ronald ndrews, et al., interveners. (LG, Aug., p. 439).

lational Association of Broadcast Employees and echnicians, applicant, Barrie Cable TV Limited, Barie, Ont., respondent (technical employees) and Peter chimmel, et al., interveners. (LG, Aug., p. 439).

equests for review. The Board denied the request ade by Loiselle Transport Limited to vary its decision f January 14, 1972 establishing two bargaining units in ie application for certification made by Teamster Loals 31 and 362, the International Brotherhood of eamsters, Chauffeurs, Warehousemen and Helpers of merica. (see applications for certification granted, bove).

he Board received a request for review from the Naonal Union of Operating Engineers of Canada, Local 4850, International Union of District 50, Allied and echnical Workers of the United States and Canada ormerly the National Union of Operating Engineers of Canada, Local 14850, District 50, United Mine Workers of America) of its order of October 3, 1957, as amended on April 7, 1960 affecting a unit of employees of Central Mortgage and Housing Corporation, Ottawa, Ont. employed at the Benny Farm Housing Project in Montreal, Qué.

The Board received a request for review from the Canadian Brotherhood of Railway, Transport and General Workers (formerly Canadian Brotherhood of Railway Employees and Other Transport Workers) of its order of May 25, 1946 affecting a unit of employees of Voyageur Colonial Limited, Ottawa, Ont. (formerly Colonial Coach Lines, Ltd., Montreal, Qué.).

Application for revocation of certification granted. Armand Martel, et al., applicants, Le Syndicat des Journalistes de Montréal, respondent union, and CJTR Radio Trois-Rivières Ltée, Trois-Rivières, Qué., respondent employer. The Board found that the respondent union, which did not contest the application, no longer represents a majority of the employees in the unit for which it was certified by the Board's Order of February 17, 1971. (LG, Jan., 1971, p. 50, May, 1971, p. 329, Aug., p. 438).

Application for revocation of certification received. Robert L. Rickwood, et al., applicants, Seafarers' International Union of Canada, respondent union, and The Pelee Shipping Company, Limited, St. Thomas, Ont., respondent employer, in respect of the Order of Certification issued by the Board to the respondent union under date of June 4, 1971, for a unit of unlicensed personnel employed aboard the "M.V. Pelee Islander" by the respondent employer.

Applications for certifications received. Brewery and Soft Drink Workers Union, Local 300, International Union of United Brewery, Flour, Cereal, Soft Drink and Distillery Workers of America, on behalf of a unit of employees of Hall Distributors Limited, Kelowna, B.C. (Investigating Officer: G. W. Rogers).

Transport Drivers, Warehousemen and Helpers' Union, Local 106, International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America, on behalf of a unit of employees of Roberval Express Ltée, Chambord, Qué., employed in the Province of Québec (Investigating Officer: M. Archambault).

Canadian Marine Officers Union on behalf of a unit of licensed engineers employed by Messabec Limitée, Montreal, Qué., aboard its vessel "M. V. Québec" (Investigating Officer: S. T. Payne).

Public Service Alliance of Canada on behalf of a unit of employees of the National Harbours Board, Ottawa, Ont., employed at Halifax, N.S. (Investigating Officer: R. L. Kervin).

Public Service Alliance of Canada on behalf of a unit of employees of the National Harbours Board, Ottawa, Ont., employed at Saint John, N.B. (Investigating Officer: R. L. Kervin).

Public Service Alliance of Canada on behalf of a unit of employees of Atlantic Pilotage Authority, Halifax, N.S., employed at Halifax and Sidney, N.S., St. John's, Nfld., and Saint John, N.B. (Investigating Officer: R. L. Kervin).

International Union of Operating Engineers, Local 115, on behalf of a unit of employees of Dawson Construction Limited, Vancouver, B.C., employed in the Yukon Territory (Investigating Officer: R. F. Langford).

International Association of Machinists and Aerospace Workers on behalf of a unit of crewmen and stewards employed by Northern Wings Limited, Sept-Iles, Qué. (Investigating Officer: J. J. de G. Loranger).

Canadian Brotherhood of Railway, Transport and General Workers on behalf of a unit of unlicensed personnel employed by Atlantique Cruise Lines Ltd., North Sydney, N.S., aboard the "M. V. St. Ninian" (Investigating Officer: R. L. Kervin).

Association des employés de la Commission de Transport on behalf of a unit of inspectors and instructors employed by the Outaouais Regional Community Transit Commission, Hull, Que. (Investigating Officer: P. Rompré).

International Brotherhood of Pulp, Sulphite and Pap Mill Workers, Local 574, on behalf of a unit of lon shoremen employed by Consolidated-Bathurst Limite New Richmond, Qué., in its Chaleur Division (Inves gating Officer: G. A. Plante).

Canadian Brotherhood of Railway, Transport and Ge eral Workers on behalf of a unit of employees of Trar port d'Anjou Inc., Rivière du Loup, Qué. (Investigati Officer: J. J. de G. Loranger).

Vancouver- New Westminster Newspaper Guild, Loc 115, on behalf of a unit of news department employe of Moffat Broadcasting Ltd., (Station CKLG) Va couver, B.C. (Investigating Officer: A. A. Franklin).

Warehousemen and Miscellaneous Drivers' Union, L cal 419, International Brotherhood of Teamster Chauffeurs, Warehousemen & Helpers of America, o behalf of a unit of employees of Weir Movers (195 Ltd., Scarborough, Ont., working in and out of Metr politan Toronto (Investigating Officer: K. Hulse).

General Truck Drivers' Union, Local 938, Internationa Brotherhood of Teamsters, Chauffeurs, Warehouseme & Helpers of America, on behalf of a unit of employee of M. J. Campbell Inc., Weston, Ont., working in or ou of Metropolitan Toronto, Brampton and Barrie (Invest gating Officer: M. K. Carson).

National Association of Broadcasting Employees an Technicians on behalf of a unit of employees of CKA Limitée, Montreal, Qué. (Investigating Officer: J. J. d G. Loranger).

Amalgamated Transit Union, Local 0591, on behalf of unit of inspectors and instructors employed by the Out aouais Regional Community Transit Commission, Hul Qué. (Investigating Officer: P. Rompré).

Conciliation

uring June the Minister of Labour appointed conciliaon officers to deal with the following disputes:

lberta Wheat Pool, Vancouver, B.C., and Grain Workrs Union, Local 333, International Union of United ewery, Flour, Cereal, Soft Drink and Distillery Workrs of America (representing office employees) (Concition Officer: D. H. Cameron).

ent Line Limited, Saint John, N.B., and Seafarers' Inrnational Union of Canada (Conciliation Officer: S. T. yne).

onrad Brothers Limited, Dartmouth, N.S., and Canaan Brotherhood of Railway, Transport and General orkers, Local 606A (Conciliation Officer: R. L. ervin).

itish Columbia Maritime Employers' Association, d International Longshoremen's and Warehousemen's Union—Canadian Area (Conciliation Officer: D. Cameron assisted by Industry Specialist, D. S. soe).

al-Van-Canus Catering Services Limited, Pine Point, W.T., and Hotel and Restaurant Employees and Barnders Union, Local 579 (Conciliation Officer: George . Rogers).

Nordair Limited, Montreal International Airport, and International Association of Machinists and Aerospace Workers, Lodge No. 2309 (representing employees of Traffic, Operations and Stores Division) (Conciliation Officer: S. T. Payne assisted by Industry Specialist R. Nat Gray).

National Harbours Board, Port of Montreal, and the National Syndicate of Office Employees of the Port of Montréal (CNTU) (Conciliation Officer: Marcel Archambault).

The North Fraser Harbour Commissioners, Vancouver, B.C., and Canadian Merchant Service Guild (Conciliation Officer: George W. Rogers).

Kordyban Transport Ltd., Edmonton, Alberta, and General Teamsters, Local 362 (Conciliation Officer: A. A. Franklin).

Settlements by conciliation officers. Greyhound Lines of Canada Ltd., Calgary, Alberta, and Amalgamated Transit Union, Division 1374 (Conciliation Officer: A. A. Franklin) (LG, June, p. 312).

Robin Hood Multifoods Ltd., Montréal, Québec, and le Syndicat National des Employés de Robin Hood Multifoods Ltd. (CSN) (Conciliation Officer: J. J. de Gaspé Loranger) (LG, July, p. 377).

Maple Leaf Mills Limited, Montréal, Québec, and le Syndicat National de la Meunerie Maple Leaf Limitée (CSN) (Conciliation Officer: J. J. de Gaspé Loranger) (LG, July, p. 377).

Les Farines Phenix Ltée, Montréal, Québec, and le Syndicat National des Employés des Minoteries Phenix (CSN) (Conciliation Officer: J. J. de Gaspé Loranger) (LG, July, p. 377).

Québec North Shore and Labrador Railway Company, Sept-Iles, Québec, and Brotherhood of Locomotive Engineers (Conciliation Officer: G. R. Doucet) (LG, July, p. 377) (settled with mediation assistance of A. R. Gibbons).

Québec North Shore and Labrador Railway Company, Sept-Iles, Québec, and United Transportation Union (Conciliation Officer: G. R. Doucet) (LG, July, p. 377) (settled with mediation assistance of A. R. Gibbons).

Québec North Shore and Labrador Railway Company, Sept-Iles, Québec, and Brotherhood of Maintenance of Way (Conciliation Officer: G. R. Doucet) (LG, July, p. 377) (settled with mediation assistance of A. R. Gibbons).

Québec North Shore and Labrador Railway Company, Sept-Iles, Québec, and International Association of Machinists and Aerospace Workers (representing monthly rated employees) (Conciliation Officer: G. R. Doucet) (LG, July, p. 377) (settled with mediation assistance of A. R. Gibbons).

Québec North Shore and Labrador Railway Company, Sept-Iles, Quebec, and International Association of Machinists and Aerospace Workers (representing hourly rated employees) (Conciliation Officer: G. R. Doucet) (LG, July, p. 377) (settled with mediation assistance of A. R. Gibbons).

Québec North Shore and Labrador Railway Company, Sept-Iles, Québec, and Brotherhood of Railroad Signalmen (Conciliation Officer: G. R. Doucet) (LG, July, p. 377) (settled with mediation assistance of A. R. Gibbons).

Crawley and McCracken Company Limited, Sept-Iles, Québec, and International Association of Machinists and Aerospace Workers (Conciliation Officer: G. R. Doucet) (LG, July, p. 377) (settled with mediation assistance of A. R. Gibbons and R. G. Dorion).

Humphrey Construction Ltd. (employees in Yukon Territory) and Local 115, International Union of Operating Engineers (Conciliation Officer: R. F. Langford) (LG, July, p. 378).

Yukon Builders Exchange and Contractors Association and Local 115, International Union of Operating Engineers (Conciliation Officer: R. F. Langford) (LG, July, p. 378).

General Enterprises Ltd. (employees in the Yukon Territory) and Local 115, International Union of Operating Engineers (Conciliation Officer: R. F. Langford) (LG, July, p. 378).

G. W. Ledingham (Yukon) Ltd. (employees in the Yukon Territory) and Local 115, International Union of Operating Engineers (R. F. Langford) (LG, July, p. 378).

North American Elevators Ltd., Montréal, Québec, a the Syndicat National des Débardeurs de Sorel I (Conciliation Officer: M. Archambault) (LG, July, 378).

Westward Shipping Ltd., Vancouver, B.C., and Can dian Merchant Service Guild (Conciliation Officer: H. Cameron) (LG, Aug., p. 434).

General Enterprises Ltd. (employees in Yukon Ter tory) and United Brotherhood of Carpenters and Jo ners of America, Local 2499 (Conciliation Officer: R. Langford) (LG, Aug., p. 434).

G. W. Ledingham (Yukon) Ltd. (employees in Yuko Territory) and United Brotherhood of Carpenters ar Joiners of America, Local 2499 (Conciliation Officer: F. F. Langford) (LG, Aug., p. 434).

Humphrey Construction Ltd. (employees in Yukon Te ritory) and United Brotherhood of Carpenters and Jo ners of America, Local 2499 (Conciliation Officer: R. Langford) (LG, Aug., p. 434).

Pine Tree Construction Co. Ltd. (employees in Yuko Territory) and United Brotherhood of Carpenters an Joiners of America, Local 2499 (Conciliation Officer: F. F. Langford) (LG, Aug., p. 434).

918 Construction Ltd., Whitehorse, Y.T., and Unite Brotherhood of Carpenters and Joiners of America, Lo cal Union No. 2499 (Conciliation Officer: R. F. Lang ford) (LG, Aug., p. 434).

Parkins Construction Ltd. (employees in Yukon Terri tory) and United Brotherhood of Carpenters and Joi ners of America, Local 2499 (Conciliation Officer: R. F Langford) (LG, Aug., p. 434).

McAllister Towing Limited, Montréal, Québec, an Seafarers' International Union of Canada (Conciliatio Officer: S. T. Payne) (LG, Aug., p. 434).

B-Line Express Ltd., Calgary, Alberta (formerly Little Chief B-Line Express Ltd.) and General Truck Drivers and Helpers, Local 31, and General Teamsters, Local 362 (Conciliation Officer: D. H. Cameron) (LG, Aug., p. 435).

. C. Norris Limited, Toronto, Ontario, and General uck Drivers Union, Local 938 (Conciliation Officer: K. Carson) (LG, Aug., p. 435).

nciliation boards appointed. British Columbia Mari- ne Employers' Association, and International Long- oremen's and Warehousemen's Union—Canadian ea (see above).

ardair Canada Ltd., Edmonton, Alberta, and Cana- n Air Line Flight Attendants' Association (LG, June, 313).

dland Superior Express Limited, Calgary, Alberta, d International Brotherhood of Teamsters, Chauf- rs, Warehousemen and Helpers of America, Locals 2 and 989 (LG, July, p. 377).

tional Harbours Board, Port of Montréal, and the tional Syndicate of Employees of the Port of Mon- al (CNTU) (representing general forces, grain eleva- and cold storage employees) (LG, July, p. 377).

tional Harbours Board, Port of Montréal, and Seafa- s' International Union of Canada (LG, July, p. 377).

dson-Yukon Mining Co. Limited (employees in the kon Territory) and Tunnel and Rock Workers' Local 8, Labourers International Union of North America G, July, p. 378).

ansair Limited, Winnipeg International Airport, and nadian Air Line Flight Attendants' Association (LG, y, p. 378).

nadian National Hotels Limited (Chateau Laurier otel), Ottawa, Ontario, and Canadian Brotherhood of ilway, Transport and General Workers (LG, Aug., p. 4).

nada Steamship Lines Limited, Montréal, Québec, d Brotherhood of Railway, Airline and Steamship erks, Freight Handlers, Express and Station Employ- s (LG, Aug., p. 434).

nciliation boards fully constituted. The Board of Con- ation and Investigation established to deal with a pute between Boyd's Express Ltd.; Central Truck Lines Ltd., and St. John's Iberville Transport, Montréal, Québec, and Transport Drivers, Warehousemen and Helpers Union, Local 106 (LG, Aug., p. 435) was fully constituted with the appointment of Claude Lauzon of St-Jean, Québec as chairman. Mr. Lauzon was appointed by the Minister on the joint recommendation of the other two members of the Board, company nominee Hubert Pitre, and union nominee Roger H. de Ginet, both of Montréal.

The Board of Conciliation and Investigation established to deal with a dispute between Canadian Pacific Railway Company (S.S. "Princess of Acadia", Bay of Fundy Service) and Seafarers' International Union of Canada (LG, July, p. 379) was fully constituted with the appointment of Lorne O. Clarke Q.C., of Truro, Nova Scotia as chairman. Mr. Clarke was appointed by the Minister on the joint recommendation of the other two members of the Board, company nominee A. J. Meagher, Q.C., Halifax, and union nominee John P. Barry, Saint John.

Settlement reached by conciliation board. Pacific Western Airlines Limited, Vancouver International Airport, and Canadian Air Line Flight Attendants' Association (LG, Aug., p. 436).

Conciliation board reports received. Motor Transport Industrial Relations Bureau of Québec Inc. (representing certain member trucking companies in Québec falling within federal jurisdiction) and Transport Drivers, Warehousemen and Helpers Union, Local 106 (LG, Aug., p. 436). (Full text appears in Supplement No. 4, 1972).

Poole Construction Limited, Edmonton, Alberta (employees employed in Northwest Territories) and United Brotherhood of Carpenters and Joiners of America, Local 1325 (LG, Aug., p. 436). (Full text appears in Supplement No. 4, 1972).

Dispute in which conciliation board not appointed. Westcoast Transmission Company Limited, Vancouver, B.C., and Local 9-862, Oil, Chemical and Atomic Workers International Union (representing a unit of mechanics, operators and technicians employed at the company's Fort Nelson Gas Processing Plant) (LG, July, p. 378).

Strike action. Borisko Brothers Limited, Scarborough, Ontario, and Warehousemen and Miscellaneous Drivers, Local 419 (strike commenced June 5 and terminated June 8) (LG, Aug., p. 436).

Decisions of the umpire

CUB 3107: The claimant was employed as a crane operator at an hourly salary of $4.75 for more than two months. He declared that he was laid off because of work shortage. At the same time, he was self-employed on a commission basis as a cosmetic distributor, his gross earnings were unknown, and he had not yet received any commission. He worked six days a week, 14 hours a day. To carry out the business valued at $2,000, the claimant employed girls who sold his product from door to door. He was also assisted by a woman who supervised the work of these girls. In view of the foregoing, the insurance officer notified the claimant that he was disqualified from receiving benefit because he was engaged in business on his own and had not proved that he was unemployed.

The claimant appealed to the board of referees, affirming that he went into business for himself as a cosmetic distributor while still a crane operator, and that since his layoff he was self-employed on a full-time basis. The claimant said, furthermore, that to date his earnings were $511, he had paid out approximately $800 in wages, and he estimated it would take another two months before any profit could be derived from the business. Before the board, the claimant declared that he had been working part time as a cosmetic distributor; that since his layoff in January 1971 he was attempting to make his employment as a distributor full time; that he employed two girls for the door to door sales; that he had worked six days a week, 14 hours a day at this occupation, but if he were offered a job immediately as a crane operator he would be ready to accept it while continuing the operation of the cosmetic business. The board pointed out that the claimant was registered with Canada Manpower Centre and the National Union of Operating Engineers.

According to the board, the claimant stated during the hearing that he would be prepared to accept any job that he could handle as a salesman. The board recommended that the claimant arrange for an interview at his convenience with the Manpower office to determine if the qualification of his registered occupation should be expanded to include that of salesman.

The board said: One of the principles related to securing unemployment insurance benefits rested in the fact that a person must subjectively want work and objectively seek work. It would be totally unrealistic to assume that any individual could devote 14 hours a day, six days a week, to the demands of a business venture and at the same time objectively seek full-time employment. This was proved when the claimant said to the board that he had made no attempts to secure work at any of the organizations mentioned during the hearing, but that he was actively involved in his business and awaiting a call either from Canada Manpower Centre or from his union. The board added that the fact that the monetary rates were not what one would desire had no bearing on the claimant's appeal. The board concluded that the claimant had not proved that he was unemployed and disallowed the appeal.

his appeal to the Umpire, the claimant contended t the text of the board of referees' decisions did not lly correspond with what was said at the hearing. In port of his contention, the claimant had this to say: e board did not suggest that he be interviewed by nada Manpower Centre at his pleasure to determine is qualification should be expanded to include sales. e board told him that he should be qualified as a esman and should present himself at Imperial Oil or Swift company to determine if he could find a job his own. The claimant had admitted before the ard that he was qualified as a salesman but this was ne with the help of the board "and words put in his uth," and he now alleges that he is not doing any ing. He had declared at the hearing that there would girls making sales on his behalf in the future, and he ims that this certainly did not make him a salesman, d he had not said that he had two girls selling for him m door to door, but that he had two girls in training.

e claimant pointed out, also, that he was asked by the ard if he had sought work as a crane operator. His ly was that he had contacted two companies, but this s denied by the board in their decision. The claimant tinued: "The board further stated that it is not rea- ic for a man to devote 14 hours a day to his business d still look for a full-time job. Well, in my opinion, it very easy to do this and still keep in touch with ple. I also stated that this cosmetic business was not main source of income, crane operating is my liveli- od. And as regards working 14 hours a day, it is not essary just because a man is unemployed that he uld stay in bed till noon. If this is the board's idea of w an unemployed Canadian should be, it is no won- we have so much unemployment and people on lfare in this country, and also so many people not en trying to make anything of themselves." The imant concluded his remarks by declaring that his metic business had not to date been profitable and t he would accept at any time a job for which he was alified.

re is part of the text of the observations of the Com- ssion's Chief, Entitlement Determination: The claim- , a crane operator, had also been engaged in business his own account while he was still employed. Al- ugh the claimant was self-employed in work other than in his usual occupation his self-employment was of such an extent that it could be considered as a principal means of livelihood. The fact that the claimant carried on the business prior to his separation is not proof of his eligibility as he had increased his activities following his layoff from work. Nor can the fact that the claimant considered himself available for other work relieve him of a disqualification as being not unemployed while he was working full time at his business, as availability is not a deciding factor in cases of self-employment. The claimant's effort to help himself after being laid off from his employment is commendable but the decision of the board of referees was in accordance with the provisions of the Act and established jurisprudence. The claimant's appeal should be dismissed.

There is no doubt that the claimant was, during the relevant period, engaged in the operation of a business on his own account, said the Umpire—a business that he had started while still employed as a crane operator.

He had engaged one lady supervisor and had two girls in training as salesladies. He was spending long hours on his business venture. His financial success or lack of success is not a controlling consideration. A business normally followed as a principal means of livelihood may, at times, yield unsatisfactory financial returns, but this does not mean that the person is "unemployed" for the purposes of the Unemployment Insurance Act. The test is whether the business would normally be followed as a principal means of livelihood. I feel that the Board, after hearing the claimant, reached a decision that is supported by the evidence and is in accordance with the Act and established jurisprudence. The appeal is, therefore, dismissed.

Railway arbitration

Supplementary to Case No. 327. Dispute between C and the Canadian Brotherhood of Railway, Transpo and General Workers over pay for layover time (L April, p. 202).

The parties were unable to agree on the amount of pa ment to be made to the men involved, as the grievan had been allowed. The arbitrator said that the grievo should be paid from their arrival time to reporting tin at their away-from-home terminal.

Case No. 355. Dispute between CP Rail and the Brot erhood of Railway, Airline and Steamship Clerk Freight Handlers, Express and Station Employees ov the failure to promote two clerks.

Bulletins were posted advertising temporary positio for clerks and two employees who were still within the probationary period. These men did not get the jobs, the company did not consider them permanent emplo ees. The old agreement said that employees would n be considered permanent until after six months of se vice, but a revision of the clause brought this down 65 days.

Both employees had put in their 65 days, but the con pany said that the revision of the clause could not hav any retroactive effect. The arbitrator disagreed, sayin that there was no reason why employees should n have the advantage of such a change. If the compan were correct, he said, employees hired later than the tw grievors could have had the seniority to apply for th positions. He therefore ruled that the men were entitle to the promotions and awarded them compensation f loss of earnings.

Case No. 356. Dispute between CN and the Unite Transportation Union over mileage claims by a fir man-helper.

During the winter, locomotives at a turnaround poi had to be left on the train to heat the coaches during th layover period. The trains therefore have to be watere and turned around for the return trip. The crew wer paid for terminal time but a fireman-helper asked fo an additional 100 miles for performing these duties. Th arbitrator said that the agreement did refer to certai special duties to be performed at the end of a run. "Th turning of the engine so as to leave it properly heade for its next use is a task related to the incoming run, al though it expedites the following outgoing run; but i can scarcely be considered in itself a 'separate run' con stituting a new day or trip under (an article in the agree

nt), except where unusual circumstances, such as y have existed (in another case), are found." He dis-ssed the grievance.

se No. 357. Dispute between CN and the United ansportation Union over discipline assessed.

e crew of a train was told that they were to run their in at 20 mph on a certain section of track. The crew the train at a speed much in excess of this, and each mber of the crew was assessed 30 demerit marks. The man-helper appealed the discipline. The arbitrator nd that the grievor mentioned the order for a slower ed to the engineman, who replied that they were on different section of the track. The grievor then "as-ned" that they had passed the area affected by the er to slow down. The arbitrator said that although fireman-helper was wrong in making assumptions, was the only member of the crew who seemed at all ncerned about the order to slow down. He therefore ered that the discipline be reduced to 10 demerits in grievor's case.

se No. 358. Dispute between the Québec North ore and Labrador Railway and the United Trans-tation Union over mileage claims by a conductor l brakeman.

conductor and crew were in ore service but were later anged to auxiliary service because of a derailment wn the line. The union asked that the men be paid ial terminal time at ore-train rates for 5 hours and 20 nutes. The company said that the men were paid cor-tly for a basic day at ore-train rates. The arbitrator nted out that the men worked in two classes of ser-e and that, had they been able to take out their train, ial terminal time would have been payable from the e they were required to report for duty until the en-e passed a certain point of the yard in question. ce they did not pass this switch, initial terminal time tinued to run. The men were paid 128 miles at ore-in rates and they were entitled to at least 85 miles at se rates, and for their other work, they were entitled at least 128 miles at work-train rates. The arbitrator refore allowed the claim for additional time.

se No. 359.
spute between the Québec North Shore and Labra-Railway and the United Transportation Union over eage claims by a brakeman.

The brakeman returned from an authorized leave of absence and reported available for work at 13:15 hours, displacing another brakeman on a run normally leaving on Monday. The train, however, did not leave until Tuesday morning. The union asked for a day's wages for the brakeman. The arbitrator said that employees should book in before noon on a day that they are available. Since the brakeman did not report himself available for work for at least half the day in question, he was not regarded as being available for work. The arbitrator dismissed the grievance.

Case No. 360. Dispute between the Québec North Shore and Labrador Railway and the United Transportation Union over the mileage claims of a brakeman.

The facts in this case are the same as the above Case No. 359. The arbitrator dismissed the grievance.

Case No. 361. Dispute between Toronto Terminals Railway Company and the Canadian Brotherhood of Railway, Transport and General Workers over the temporary work of a fireman.

The regular assignment of a fireman was abolished, and about the same time a bulletin was posted to advertise a temporary position of fireman. This temporary employee would relieve other employees on vacation. There was no vacation relief required for firemen on two occasions, and therefore no work for the grievor. The union claimed that these two breaks in work contravened the collective agreement. The arbitrator noted that the bulletin pointed out very clearly that the job was of a temporary nature and only for vacation relief "when required." He dismissed the grievance.

Case No. 362. Dispute between CN and the United Transportation Union over claims by a crew that they performed two tours of duty on one day.

The unassigned pool crew was ordered to handle a train from their away-from-home terminal to their home terminal. On reporting for duty, the crew was required to proceed to another point to pick up their train, return to their away-from-home terminal and then they were to operate their train through to their home terminal. The employees claimed payment for two separate tours of duty. Referring to another case (No. 204), the arbitrator said that it was ruled that the performance of certain short turn-around work did not constitute a change in notification of a crew called for straightaway service, since the straightaway assignment was in fact carried out. "The same may be said here." The arbitrator dismissed the grievance.

Labour statistics

Principal Items	Date	Amount	Percentage Change from Previous Month	Percentage Change from Previ Y
		(in thousands)		
TOTAL CIVILIAN LABOUR FORCE*				
Week ended May 20, 1972		8,897	+ 2.5	+
Employed	May	8,345	+ 3.2	+
Agriculture	"	525	+ 14.1	–
Non-agriculture	"	7,820	+ 2.6	+
Paid workers	"	7,290	+ 3.2	+
At work 35 hours or more	"	6,652	+ 4.9	+
At work less than 35 hours	"	1,362	+ 5.2	+
Employed but not at work	"	332	– 25.9	+ 2
Unemployed	"	552	– 6.8	+
Atlantic	"	63	– 13.7	+ 2
Québec	"	206	– 4.6	+
Ontario	"	152	– 5.6	– 1
Prairie	"	55	– 22.5	–
British Columbia	"	76	+ 7.0	+ 2
Without work and seeking work	"	529	– 4.5	+
On temporary layoff up to 30 days	"	23	– 41.0	–
INDUSTRIAL EMPLOYMENT (1961 = 100)†	March	125.6	+ 0.8	+
Manufacturing employment (1961 = 100)†	"	121.1	+ 1.0	+
IMMIGRATION	1st 3 mths. 1972	23,567	–	– 1
Destined to the labour force	"	11,864	–	– 2
STRIKES AND LOCKOUTS				
Strikes and lockouts	May	107	+ 13.8	+ 1
No. of workers involved	"	62,198	– 73.3	+37
Duration in man days	"	1,026,810	– 43.4	+78
EARNINGS AND INCOME				
Average weekly wages and salaries (ind. comp.)†	March	145.82	+ 0.8	+
Average hourly earnings (mfg.)†		3.46	+ 0.9	+
Average weekly hours paid†	"	39.8	+ 0.3	–
Consumer price index (1961 = 100)	June	138.5	+ 0.1	+
Index numbers of weekly wages in 1961 dollars (1961 = 100)‡	March	134.0	+ 0.6	+
Total labour income (millions of dollars)†	"	4,510.1	+ 1.7	+ 11
INDUSTRIAL PRODUCTION†				
Total (average 1961 = 100)	May	186.5	– 1.0	+ 5
Manufacturing	"	181.1	– 1.3	+ 4
Durables	"	207.2	– 1.3	+ 5
Non-durables	"	160.6	– 1.2	+ 4
NEW RESIDENTIAL CONSTRUCTION**				
Starts	May	20,783	+ 33.8	+ 36
Completions	"	17,210	+ 35.2	+ 22
Under construction	"	148,225	+ 2.2	+ 19

* Estimates of the labour force, the employed and the unemployed, are from The Labour Force, a monthly publication of Statistics Canada, which, in addition, contains the characteristics of the labour force, together with definitions and explanatory notes.
†Advance data.
‡Preliminary.
**Centres of 10,000 population or more.

trikes and Lockouts

istical information on work stoppages in Canada is compiled by the Economics and Research Branch of the Canada Department of our on the basis of reports from the Canada Manpower Division, Department of Manpower and Immigration. The first three tables in section cover strikes and lockouts that amount to 10 or more man-days. The number of workers involved includes all workers reported trike or lockout, whether or not they all belonged to the union directly involved in the disputes leading to the work stoppages. Work- ndirectly affected, such as those laid off as a result of a work stoppage, are not included.

ikes and Lockouts, 1967-1972

nth or Year	Strikes and Lockouts Beginning During Month or Year	Strikes and Lockouts in Existence During Month or Year: Strikes and Lockouts	Strikes and Lockouts in Existence During Month or Year: Workers Involved	Duration in Man-Days: Man-Days	Duration in Man-Days: Per Cent of Estimated Working Time
67	498	522	252,018	3,974,760	0.25
68	559	582	223,562	5,032,730	0.32
69	566	595	306,799	7,751,880	0.46
70	503	542	261,706	6,539,560	0.39
71	539	561	236,864	2,910,580	0.17
71—May	39	90	13,113	116,470	0.08
June	81	130	47,209	289,960	0.19
July	46	112	35,175	329,530	0.22
August	62	124	31,144	389,320	0.24
September	40	117	30,432	319,110	0.22
October	38	100	36,908	318,160	0.22
November	66	93	20,458	232,690	0.15
December	26	81	14,236	156,320	0.10
72—January	32	75	16,399	137,370	0.09
February	31	77	27,071	245,930	0.17
March	35	84	230,702	351,870	0.23
April	38	94	232,706	1,812,570	1.30
May	50	107	62,198	1,026,810	0.65

eliminary.

ikes and Lockouts, May, 1972, Industry, (Preliminary)

ustry	In Effect During Month: Number Beginning During Month	Strikes and Lockouts	Workers Involved	Man-Days
estry	—	1	800	17,600
nes	5	5	1,994	6,950
nufacturing	29	59	11,003	122,250
nstruction	3	9	24,824	611,520
nsportation and utilities	4	11	5,940	50,680
de	4	9	315	2,650
ance	—	1	7	130
vice	—	4	307	1,470
olic administration	5	8	17,008	213,560
ALL INDUSTRIES	50	107	62,198	1,026,810

e one-day general strike by about 210,000 Quebec Government em- oyees is included under Public Administration although hospital em- oyees, teachers, civil servants, hydro employees, and liquor board rkers were involved.

Strikes and Lockouts, May, 1972, by Jurisdiction (Preliminary)

Jurisdiction	In Effect During Month: Number Beginning During Month	Strikes and Lockouts	Workers Involved	Man-Days
Newfoundland	3	3	700	2,880
Prince Edward Island	1	1	13	20
Nova Scotia	—	1	194	580
New Brunswick	2	2	1,220	3,530
Québec	15	32	10,581	129,350
Ontario	15	38	12,442	129,090
Manitoba	3	4	854	3,280
Saskatchewan	4	4	1,882	4,050
Alberta	—	—	—	—
British Columbia	4	17	28,854	706,770
Federal	3	5	5,458	47,260
ALL JURISDICTIONS	50	107	62,198	1,026,810

Strikes and Lockouts Involving 100 or More Workers, September 1972, (Preliminary)

Industry / Employer / Location	Union	Duration in Man-Days: Workers Involved	Duration in Man-Days: May	Duration in Man-Days: Accumulated	Starting Date / Major Issues / Termination Date	Result
Forestry						
Forest Industrial Relations. Coast-wide. B.C.	Woodworkers (AFL-CIO/CLC)	800	17,600	22,800	April 17 —	Workers want to equalize earnings in all camps—
Mines						
METAL						
Amerhcan Smelting and Refining Co. Ltd., Buchans, Nfld.	Steelworkers Local 5457 and I.B.E.W. Loc. 674 (AFL-COI/CLC)	550	2,200	2,200	May 5 May 11	Objections to a report from Arbitration Board on payment of retro-active vacation payments and other fringe benefits—Return of workers when court injunction issued
Brunswick Mining (Noranda Ltd.) Bathurst, N.B.	Steelworkers Loc. 5385 (AFL-CIO/CLC)	950	2,850	2,850	May 27 —	Protesting disciplinary measure meted to a worker—
Québec Iron and Titanium Corp., Havre St. Pierre. Qué.	Steelworkers Loc. 4466 (AFL-CIO/CLC)	250	750	750	May 29 —	Wages, working conditions—
NON-METAL						
Cominco Potash Vanscoy, Sask.	Steelworkers Loc. 7552 (AFL-CIO/CLC)	202	810	810	May 26 —	Alleged breakdown in negotiations—
Manufacturing						
FOOD AND BEVERAGES						
York Farms, Division of Canada Packers Ltd. Brantford, Ont.	Food Workers Loc. P469 (AFL-CIO/CLC)	202	2,020	12,530	Feb. 17 May 11	Working conditions, fringe benefits, wages—47¢ an hr. increase for maintenance workers. 38¢ to 40¢ an hr. for production workers; 4 weeks vacation after 15 years, other improved benefits.
W. Lowney's Ltd., Montreal, Qué.	Bakery Workers Loc. 973 (AFL-CIO/CLC)	125	630	1,880	Apr. 17 May 6	Not reported—Not reported.
Great A&P Tea Co. Ltd. Montreal, Qué.	Bakery Workers Loc. 55 (AFL-CIO/CLC)	100	1,800	1,800	May 8 —	Not reported—
Dare Food (Biscuit Division) Ltd., Kitchener, Ont.	Brewery Workers Loc. 173 (AFL-CIO/CLC)	380	1,330	1,330	May 26 —	Wages, hours—
RUBBER						
Uniroyal Limited, Kitchener, Ont.	Rubber Workers Loc. 80 (AFL-CIO/CLC)	1,125	2,250	2,250	May 25 May 27	Suspension of some workers - Return of workers.

ikes and Lockouts Involving 100 or More Workers, September 1972, (Preliminary) (cont.)

ustry / ployer / cation	Union	Duration in Man-Days: Workers Involved	Duration in Man-Days: May	Duration in Man-Days: Accumulated	Starting Date / Major Issues Termination Date	Result
XTILES						
Celanese Canada, Drummondville, Qué.	Textile Workers Union Loc. 1730 (AFL-CIO/CLC)	160	1,120	1,120	May 22 —	Wages, other matters—
OOD						
Canada Veneers, Pembroke, Ont.	Carpenters Loc. 2754 (AFL-CIO/CLC)	210	420	420	May 30 —	Wages, hours—
INTING AND PUBLISHING						
The Regina Employing Printers Association, Regina, Sask.	Various unions	130	1,560	1,560	May 15 —	Wages—
ETAL FABRICATING						
Macotta Company of Canada Ltd., Rexdale, Ont.	Steelworkers Loc. 5165 (AFL-CIO/CLC)	127	2,160	6,220	Mar. 15 May 25	Not reported—Not reported.
Canadian Canndrs Ltd. Burlington, Ont.	Machinists Loc. 863 (AFL-CIO/CLC)	160	3,520	5,360	April 13 —	Wages, hours, benefits—
Manitoba Bridge and Engineering Works, Winnipeg, Man.	Steelworkers Loc. 4087 (AFL-CIO/CLC)	200	200	200	May 19 May 23	Disciplinary suspenshon of 21 workers—Return of workers.
McAvity-Crane Canada Ltd. Saint John, N.B.	Molders Loc. 57 (AFL-CIO/CLC)	270	680	680	May 29 —	Wages—
Disston Canada Limited, Acton, Ont.	CLC—directly chartered	104	210	210	May 29 —	Wages, fringe benefits—
ACHINERY						
Gilbarco Canada Ltd. Brockville, Ont.	Gilbarco Employees Union	113	1,700	3,850	April 4 May 23	Wages, fringe benefits—25¢ an hr. increase retroactive to Feb. 16, 1972, 20¢ in 1973.
Canadian Co-op Implements Ltd., Winnipeg, Man.	Steelworkers Loc. 3960 (AFL-CIO/CLC)	310	310	310	May 1 May 2	Dissatisfaction with the progress of contract negotiations—Return of workers.
Canadian Co-op, Implements Ltd., Winnipeg, Man.	Steelworkers Loc. 3960 (AFL-CIO/CLC)	310	2,020	2,020	May 9 May 18	Wages—23¢ anhr. increase retroactive to Mar. 1, 1972, 7¢ Sept. 1, 1972, 23¢ Mar. 1, 1973, 7¢ Sept. 1, 1973; 3 weeks vacation after 8 years.
ANSPORTATION EQUIPMENT						
De Havilland Aircraft of Canada Ltd., Downsview, Ont.	Auto Workers Loc. 112 (CLC)	911	20,040	84,720	Jan. 20 —	Wages, other matters—
Gidon Industries Ltd. Rexdale, Ont.	Steelworkers Loc. 5482 (AFL-CIO/CLC)	232	5,100	10,670	Mar. 27 —	Not reported—
Truck Engineering Ltd. Woodstock, Ont.	Auto Workers Loc. 636 (CLC)	110	1,980	1,980	May 8 —	Wages, holidays, pension plan, vacations—

Strikes and Lockouts Involving 100 or More Workers, September 1972, (Preliminary) (cont.)

Industry / Employer / Location	Union	Duration in Man-Days: Workers Involved	Duration in Man-Days: May	Duration in Man-Days: Accumulated	Starting Date / Major Issues / Termination Date	Result
Port Weller Dry Docks Ltd. St. Catharines, Ont.	Boilermakers Loc. 680 (AFL-CIO/CLC)	400	400	400	May 24 May 25	Protesting lack of safety facilities—Return of workers.
ELECTRICAL PRODUCTS						
Westinghouse Canada Ltd., Hamilton, Ont.	U.E. Loc. 504 (IND.)	3,004	37,550	37,550	May 12 —	Wages—
NON-METALLIC MINERAL PRODUCTS						
Domtar Construction Materials Ltd., Delson, Qué.	Chemical Workers Loc. 602 (CLC)	100	2,200	2,200	April 29 —	Wages, management rights, other matters—
Cegelec Industrie Inc. LaPrairie, Qué.	Metallurgists' Miners and Chemical Workers Federation (CNTU)	170	2,550	2,550	May 10 —	Delayed negotiations in a new contract—
CHEMICAL PRODUCTS						
Dupont of Canada Ltd. Maitland, Ont.	Chemical Workers' Loc. 536 (CLC)	535	11,770	11,770	May 1 —	Wages—
Construction						
Five glass companies Ottawa area, Ont.	Painters Loc. 200 (AFL-CIO/CLC)	125	1,250	3,630	April 4 May 15	Wages—18% wages increase in 27-month contract.
Construction Labour Relations Assoc., Province-wide, B.C.	Plumbers Loc. 170 (AFL-CIO/CLC)	153	—	1,380	April 18 May 1	Not reported—Not reported.
Construction Labour Relations Assoc., Province-wide, B.C.	Sheet Metal Workers Loc. 280 (AFL-CIO/CLC)	130	—	390	April 26 May 1	Not reported—Not reported.
Construction Labour Relations Assoc., Province-wide, B.C.	Various Building Trade Unions	23,000	506,000	506,000	Apr. 28 —	Wages—
Saskatchewan Construction Assn. & Regina Allied Printing Trades, Regina, Sask.	Various unions	1,100	550	550	May 9 May 9	Dissatisfaction over progress in contract negotiations—Return of workers.
The Saskatchewan Construction Association Labour Relations Council Various locations Saskatchewan	Bricklayers Loc. 1 (AFL-CIO/CLC)	450	1,130	1,130	May 29 —	Wages—

ikes and Lockouts Involving 100 or More Workers, September 1972, (Preliminary) (cont.)

ustry / ployer / ation	Union	Workers Involved	Duration in Man-Days May	Duration in Man-Days Accumulated	Starting Date / Major Issues Termination Date	Result
ansportation and ilities						
ANSPORTATION						
Halifax Transit Corp. Halifax, N.S.	Transit Union Loc. 508 (AFL-CIO/CLC)	194	580	7,460	Mar. 13 May 4	Wages—26¢ per hr. increase retroactive to Jan. 1, 1972, 19¢ Jan. 1, 1973, 10¢ Jan 1, 1974; other improvements.
*Voyageur (1969) Inc. Montreal, Qué.	Teamsters Loc. 106 (Ind.)	300	—	8,640	Mar. 22 May 1	Wages, hours, fringe benefits—Minimum daily wage of $24 plus 15¼¢ per mile immediately, 16½¢ after first year, 17¢ after second year; $200 lump sum for time lost during strike.
Roadway Transport Limited, Oshawa, Ont.	Teamsters Loc. 938 (Ind.)	100	200	200	April 29 May 3	Protesting the use of out-of-town drivers—Return of workers when issue resolved.
*Maritime Employees Assoc. Montreal, Trois Rivieres and Québec City, Qué.	I.L.A. Locs. 375, 1846 and 1739 (AFL-CIO/CLC)	3,275	40,510	40,510	May 12 —	Interpretation of new contract regarding size of gangs—
MMUNICATION						
*Canadian Broadcasting Corporation (Rotating) Various locations Canada-wide.	Broadcast Employees (NABET) various locs. (AFL-CIO/CLC)	2,110	6,000	30,600	Jan. 21 —	Wages, fringe benefits, job security, other improvements—
rvice						
UCATION						
CEGEP de Rouyn, Rouyn, Qué.	Teachers Federation (CNTU)	120	360	4,800	Mar. 8 May 3	Protesting cancellation of isolation pay—Not reported.
CEGEP de Rosemont, Rosemont, Qué.	Teachers Federation (CNTU)	150	300	4,200	Mar. 24 May 2	Not reported—Not reported.
blic Administration						
OVINCIAL DMINISTRATION						
Government of British Columbia (Highways Dept.) Prince George, B.C.	B.C. Government Employees Union	100	100	100	May 1 May 2	Wages, working conditions—Return of employees.
Government of British Columbia, Southern Vancouver Island, B.C.	B.C. Government Employees Union	170	170	170	May 10 May 11	Wages, working conditions—Return of workers.
Government of British Columbia (Highways Dept.) West Vancouver, B.C.	B.C. Government Employees Union	600	600	600	May 30 May 31	Wages, working conditions, fringe benefits—Return of workers.

Strikes and Lockouts Involving 100 or More Workers, September 1972, (Preliminary)

Industry Employer Location	Union	Duration in Man-Days Workers Involved	 May	Starting Date Accumulated	Major Issues Termination Date	Result
LOCAL ADMINISTRATION						
Metro and City of Toronto, Metro Toronto, Ont.	Public Employees Loc. 43 (CLC)	3,750	26,250	82,500	April 10 May 9	Wages—8% wage increase th year, second-year wage increas and other issues up to a arbitrator.
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